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THE

HANDBOOK

OF

Railway Station Management;

OR,

AGENT'S MANUAL.

BY

E. B. IVATTS.

(The right of Translation or Publication abroad is reserved.)

200. c. 77.

1861.

LIVERPOOL:

LEE AND NIGHTINGALE, SWIFT-COURT, CASTLE-STREET.

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BIBLIOTHECA·BODLEIANA·
DOMINUS ILLUMINATIO MEA

PREFACE.

THE writer, during the early period of his career in connection with Railways, experienced considerable difficulty in acquiring an intimacy with the intricate workings of the Railway Goods System, owing to the knowledge of that branch of business being unwritten, and confined to the memories of a few. He also found, in after years, that the management of a first-class Agency might be greatly improved and sustained if the Agent continually reviewed the details, and assisted his memory by the aid of notes. This experience induced the opinion that a Guide to Station Management would prove of utility as a means of instruction, and as a book of reference.

In carrying out this idea considerable difficulty has arisen from the diversity of the systems adopted on different lines; and this has compelled an adherence to generalities, in order that the information might be suitable to all. It is to be regretted that this has been necessary, because it detracts from the completeness of the work, but it was unavoidable, and, therefore, it is hoped that due allowance will be made for the defect.

Many of the writer's personal friends have dissented from the opinion that such a book is necessary, on the ground that the present rules and regulations of the different companies meet all requirements. This, however, is not a solid objec-

tion, because these rules generally provide only for the safe working of the traffic, and have little or no reference to station management.

As it is not improbable that some of the managers may be inclined to supply copies of the Handbook to their leading agents, it has been thought advisable to include a few guards in the binding at the end for the purpose of allowing each manager to add a few printed leaves of instruction as to the extent to which his agents should accept the writer's views in the conduct of their stations.

Originally, it was intended to treat of the passenger department as well as the goods, but this idea has been abandoned for the present, as it would occasion much delay in the publication of the book, and, it is feared, make it too bulky. Should, however, it meet with favour, in its present form, the writer, at some future time, would be pleased not only to increase its size, by adding some remarks on the passenger department, but also by the addition of other subjects.

The writer begs to thank those gentlemen who so promptly replied to his circular and subscribed for copies. He thinks it necessary, however, to explain, that it was found quite impossible to publish the book, without a loss, at a lower price than 2s. 6d.; but copies will be furnished at 2s. to all those gentlemen who gave orders upon the faith of the circular issued.

It has been attempted, in this little volume, to render some service to the profession* with which the author is connected; but, at the same time, he is convinced the work might have been performed more ably by others of riper age and superior qualifications. He expects that many faults will be found; but he hopes it will not be forgotten that, in compiling a book for the first time, the difficulties to struggle against are by no means insignificant, particularly in connection with a subject of such intricacy and importance.

E. B. IVATTS.

Waterloo Station, Liverpool,
June, 1861.

* It is contended that Railway Management, in its governing attributes, is a science; hence it has a right to be styled and acknowledged as a profession.

CONTENTS.

Page

Introduction, General Qualifications, Characteristics, &c.

A

Agreements (Traffic) 20
Alterations and Accommodation 25
Allotting Work 40
Arrogance 45
Accepting Goods 61
Authority for Rates (Keeping) 81
Alterations of Rates 81
Advice Notes 83
... Receipt and Time of Delivery... 83
... Proof and Posting..... 84
Accounts 86
... Debits 86
... Credits 87
... Balance Sheet 88
... Ledger Accounts, Dr. and Cr. 90
... Porters and Posted 91
... Checking Calculations and Additions of Invoices 92
... Abstracting 92
... Abstract Sheets 93
... ... Book preparing 93
... ... Routes .....75 and 94
... ... Checking..... 94
... ... Summary 95
... ... Grand ,, (Monthly) 96
... Ledger 97
... ... Opening an Account ... 97
... Collecting..... 98
... Bankruptcy and Insolvency ... 97
... Ledger Deduction Book 98
... Clearing Deductions... 99
... Ledger Debit Notes 99
... Cash 99
... Porters' Settlement Book 100
... Cashier's Receipts 101
... Entering Cash 101
... Giving Receipts for Cash 101
... Cash Balance 102
... Pencil Totals 102
... Checking P. S. Book 102
... ... Delivery Book 102
... Outstandings 102
... Delivering Goods without the Charges ..... 85 and 103

Page

Accounts—Outstanding Book 104
... ... Accumulating..... 106
... Paid-on Book 106
... Balance Sheet 106
... Detail Proof Form for ditto ... 107
... Arriving at a Balance 108
... Balancing Weekly..... 109
Acts of Parliament 132
... Obstructing Line, &c., 132 and 135
... ... Railway Servants, &c..... ..... 132 and 135
... Drunkenness and Breach of Bye-Laws ..... 132 and 136
... Evading Payment of Fare ... 134
... Carriage of Dangerous Goods 134
... Engines Consuming Smoke ... 134
... Private Persons Running Locomotives 134
... Waggons 134
... Defacing Notice Boards 134
... Shutting Gates 133
... Inspecting Mines under Line 133
... Destroying Toll Boards or Milestones 133
... Declaring Goods 133
... Power of Sheriff and Magistrates 136
Accidents 137
... Immediate Steps to be Taken 137
... Concussion of Brain 137
... Fracture of Skull..... 137
... Bruises and Wounds 137
... Wounds Bleeding 137
... Severance of a Limb 138
... Simple Fracture 138
... Compound Fracture 139
... Scalds and Burns..... 139
... Shock of System 139
... Dislocation 139

B

Brevity in correspondence 112

C

Correctness 27
Carelessness 28
Chief Clerk 28

Page
Carting Goods 65
... Agents' Arrangements 65
Collection Sheets..... 66
Consignment Notes ....66 and 61
Carting Agents' Settlements 66
Carters' Receipts..... ..... 84 and 68
Checking Goods from Drays 70
... into Trucks 70
... number of Packages loaded and number forwarded 70
Counting S. to S. Goods 71
Clearing off Outward Goods daily 72
Consignments Numbering 75
Copying Invoices and Letters by Press 78
Checking Waggon Numbers received with Numbers on Invoice 79
Checkers' Report Book 83
Carriage Notes 84
Collection of Carriage 85
Carters (settling with) 85
Charges (detaining Goods) 85
Correspondence 110
... Eradicating Errors 110
... Opening Letters 111
... Signing Ditto 111
... Check to insure prompt Replies 111
... Investigating Errors 113
... Individual Responsibility 40
... Promptness 113
... Conciseness 112
... Decisive Replies 113
... Preserving Letters 113
... Letter Register Form 113
... Initiatory (Outwards) 113
... Interrogatory (Inwards) 113
... Advices, Damages, &c. 116
... Sending Copies of Invoices ... 116
... Repeating Letters 116
... General Report Book 117
... Letter Boxes 117
Competition 18
Claims Reporting 118
... Legal Points 119
... Report Form 122

D

Discipline 36
Disobedience 37
Drunkenness 44
Delivery Books 67
Delivery Sheets 67
Delivering Goods to Carters... 67
Districts for Carters 68
Despatching Trucks 73
... Invoices 78
Demurrage Collection 85

E

Economy, General 23
... Time .... 24 and 34
... Accommodation 25
... Stores 25

Page
Economy—Stationery 25
... Coal 25
... Oil 26
... Gas 26
Errors Classified 27
Educating Staff 38
Empty Trucks on Hand 79

F

Forgets 27
Favourites and Relations 42
Fines 44
Familiarity with Staff 45
Forwarding Book 76
Forwarded Goods 61

G

Guarantee Society 101

H

Haughtiness 45
Height of Loads 71
Hints 123
... 1. Comparative Form of Receipt and Expenditure ... 123
... 2. Co-operation in Working... 124
... 3. Application for New Rates 124
... 4. Travelling Auditor 124
... 5. Record of Class of Trucks... 124
... 6. Improperly Loaded Do. ... 124
... 7. Packages containing Valuables 124
... 8. Guarantee for Goods 124
... 9. Empty Packages 124
... 10. Weighing Machines 124
... 11. Returns of Sheets on Hand 124
... 12. Waggon Nos. on Invoices 125
... 13. Demurrage on Sheets 125
... 14. Claims Participation 125
... 15. Monthly Stock Book 125
... 16. Reporting Goods Uninvoiced 125
... 17. Delivering Goods without Charges 125
... 18. Signatures for Goods 125
... 19. Disputes between Sender and Consignee 125
... 20. Re-accepting Goods 126
... 21. Trucks Delayed 126
... 22. Detecting bad Loading..... 126
... 23. Cursing and Swearing 126
... 24. Signing for Weight 126
... 25. Economizing Waggons..... 126
... 26. Reporting Damages quickly 126
... 27. Tracing Goods..... 126
... 28. Delivery of Trucks at Junctions..... 127
... 29. Monthly Statement of Errors 127
... 30. Demurrage on Waggons ... 127
... 31. Distinguishing Ropes 127
... 32. Preserving Consignments... 127
... 33. Failings of an Agent 127
... 34. Politeness and Attention ... 127

Page
Hints—35. Uncovered Goods 127
... 36. Inspection of Books by Strangers 127
... 37. Guarantee for Honesty..... 127
... 38. Flying Shunts 128
... 39. Bad Debts 128
... 40. Terminal Allowances 128
... 41. Foreign Trucks on hand ... 128
... 42. Signing all Returns 128
.. 43. Tissue Copies of Returns ... 129
... 44. Inspection 129
... 45. Residences of Men 129
... 46. Goods Found on the Line... 129
... 47. Porters in Provident Society 129
... 48. Trucks Damaged 129
... 49. Goods Train without Break Van 129
... 50. Folding Sheets..... 129
... 51. Ruling Forms 129
... 52. Stopping Goods in Transit 129
... 53. Delivery of Advices 129
... 54. Repeating Letters 129
... 55. Empty Packages from Carting Agents 130
... 56. Arrival and Departure of Tranships 130
... 57. Labelling Books 130
... 58. Certifying Overcharge or Account Short Sheets..... 130
... 59. Energy 130
... 60. Outstandings 130
... 61. Taking Notes 130
... 62. Timing Carters 130
... 63. Yard Inspection 131
... 64. Nos. of Trucks of Minerals 131
... 65. Positive Assertions 131
... 66. Coupling Waggons 131
... 67. Credit through Porters..... 131
... 68. Scarcity of Trucks 131
... 69. Ordnance Map 131
... 70. Changing Servants 131
... 71. Police Watchman 131

I

Increase of Traffic 17
... Statement 22
Inspection 53
... List of Questions 56
Invoicing 74
... Checking 77
... Consignment of Notes 74
... Full Address 74
... To the Care of 74
... Marks and Numbers 74
... Describing Goods 74
... Numbering Consignments ... 75
... Route 75
... Calculating Carriage 75
... Making Carriage Paid 76
... Daily Checking Paid Amounts 76
... Forwarding Book 76
... Numbering Invoices 77
... Press Copying 78
... Proof of Despatching 78

Page
Inwards Goods 81
... Trucks Checking 79
... Goods Checking 81
... Goods Unloading 82
... Time and Date 82
... Warehouse Book 82
... Signatures 82
... Sorting Goods 82
... Careless Loading 82
... Hollow Sheeting ... 72 and 82
... Cause of Damages, &c. 82
... Receiving Clerks' Report..... 83
... Invoices 83
... ,, Pro-numbering 83
... ,, Preserving 86
Intuitive Perception 32
Industry 33

L

Labour 23
Loading 69
Loader Counting Packages 71
Loading S. to S. Goods 71
Labelling Trucks 72
Loading, to Prevent Wet 72
... Choosing the Waggon for the Load 72
... Tranships 73

M

Management, General 16
... Of Staff 36
Memo. Press Copying 77
Mileage Dividing 93

O

Order 30
Opposition 18
Outward Goods 61
... Trucks Checking 79

P

Promotion 41
Promises to Men 42
Packing Goods 70
Press Copying 77
Passion 111
Procrastination 32
Promptness 32

Q

Quoting Rates 81

R

Receipts and Expenditure 123
Responsibility of Subordinates 40
Reporting Men to Manager 43
Receiving Goods (Caution) 61
... Public Notice 63
Receipts for Goods (Giving) 63
... to Carting Agents 67
... Timing 68
Route of Goods 75
Rate Book 81

	Page
Rates Quoting	81
Rate Authorities (Keeping)	81
... Alterations, Notice to Traders	81
Received Goods (See Inward Goods)	81

S

System	30
Staff Curtailment.....	23
System and Order (Errors)	28
Staff and Arrangements	40
Sub-officers to Uphold	42
Staff (Insufficient)	46
... Relays	48
... Familiarity with	45
Sorting Goods	82
Stowing	70
S. to S. Goods Loading	71
Sheeting Hollow	72 and 82
Storing Grain and Goods	84
Signatures in Carter's Book...	85
... for Grain	86

T

	Page
Temper, loss of	111
Time, waste of	34
Time Book...	47
Timing Receipt of Goods.....	68
Totals in Pencil	102
Telegraph Department	140

W

Working Trucks	49
Weighing Goods	69
... Wines and Spirits	69
Waggon Number Taking	79
... Books	79
... Checking	79
... Stock, Daily Return	79
Wasting Time	34
... Stores	25
... Stationery	25
... Coal	25
... Oil	26
... Gas	26

HANDBOOK OF RAILWAY STATION MANAGEMENT.

INTRODUCTORY CHAPTER.

GENERAL QUALIFICATIONS, CHARACTERISTICS, ETC.—In commencing this work, which is intended as a Guide to Railway Station Agents, it will not be inappropriate to offer a few remarks upon the traits of character desirable for such an agent to possess, as well as to show how his character affects the conduct of those under him. All the information a man can glean from this, or any other work, will avail him little in performing his duties creditably and pushing his way, unless he has certain social characteristics, united with emulation, as his guiding star. Unfortunately, all men do not possess emulation, and there are many connected with railway business who appear to be sadly deficient. These are void of perseverance, ambition, or a love of praise, and can only expect to remain subordinate. This work is more particularly intended for those who wish and strive to emulate—those who are devoid of the opportunity to acquire a knowledge of the intricacies of the business—those who have not intuitive perception to discern the results sought amidst the windings of the "system"—those desirous to attain knowledge, but at a loss for general tuition—and those who only learn to do right by being censurably corrected when unknowingly doing wrong. How frequently it happens that a clerk, by perseveringly performing his duties with regularity and credit, gains a good opinion, and is promoted to be an agent, in which capacity he is found quite out of place. Perhaps, ultimately, he succeeds; perhaps not; much

depending upon his mental qualifications. If he fails, to what may his failure be attributed? It cannot be to a want of emulation, for that he has proved himself to possess. It may be a mental incapacity for a higher position than he held before, yet it often occurs from his having no fountain whence to draw a simple knowledge of the intricacies of his new duties, as well as from a want of intuitive perception, and an accordance with circumstances. Correcting an agent with censure when wrong, is rather a hard and slow way of teaching him his duties, and how to fulfil them, while at the same time he may be losing both his credit and standing. This is one of my objects in compiling the present work.

It is very necessary that an agent should have judgment or ordinary reason, which may be defined as a combination of argument and comparison. Argument to arrive at a conclusion balances matter in the mind, and turns it over from one side to the other with "whys" and "wherefores"; comparison steps in, views both sides, and strikes judgment, which leads a man to believe that he has attained the truth. But how difficult it is, while men's judgments differ, to arrive at actual truth, for each prides himself upon its possession, and seeks to impress it upon his neighbour. An agent endowed with reason is constantly seeking its manifestation in others, and generally shows this by asking the questions, "Why is this so?" and "Why is that so?" as well as by drawing comparisons to show a man at fault why he was wrong, in not coming to certain conclusions from the circumstances of the case which would have prevented him committing the fault. Judgment is the "all in all" of an agent. If he cannot arrive at something like generally accepted truthful conclusions which bear upon the interests of his employers, he ceases to be fit to manage his business, and is mentally incapable. An agent without judgment is sure to get into trouble. He either overdoes a thing or does it insufficiently, and he is unable to give a sound reason for his actions. Thoroughly to improve himself is impossible. It would be altering nature. He may do so partially by taking "precedent" as his guide, but by doing this he ceases to lead, and descends to be led. More or less, all men judge and are regulated by precedent:—hence prejudice from one generation to another. The man of parts judges from the evidence of facts. Be it remembered, knowledge and belief are widely different. An agent with sound judgment, newly taking charge of a station, does not accept all the arrangements of his predecessors.

He questions all the minutiæ of the arrangements and system, and those not bearing his criticism he dispenses with, introducing in their place arrangements which his judgment tells him are more suitable.

To be a successful agent, a man should also possess a conscientious feeling; otherwise, how can he be *in himself conscious of error*, or adhere to truth? The leading duty of man to all his fellows is, "to do unto them as he would they should do unto him." Exercise, then, your conscience, and that favourite word with subordinates, "unfair," will never be justly used. Devoid of conscientious feeling, you may impose upon the public to benefit yourself and your employers; but instead of gaining your employers' favour by doing so, they, if honest men, will despise you. Conscience inwardly tells man his bad actions, and is like the good spirit that counteracts what is termed "original sin." Cultivate its action, then; for unless you act rightly, how can you expect to possess a sincere friend, or the good feeling of those around you? Although all men are not strictly conscientious, yet they appreciate the virtue in their fellow-men. Void of conscience, you are unfit to be trusted. It is absurd for some people to argue that policy and business are incompatible with conscience. It is true, they often suppress its action in many minds, but those few do not truly possess it, otherwise they could not directly and purposely injure others to benefit themselves.

Firmness and perseverance are likewise eminently desirable characteristics. Be firm in your resolves, and resolute in your fixed intentions, so that you may be uniform in your character. Firmness, or as it may be more clearly understood—*will*—is indispensable to direct men effectually. This characteristic in a station agent teaches his subordinates that he is a man whom they must obey, and that his instructions must implicitly be carried out. Implant this feeling in men, and they act in your temporary absence in the same manner as when you are at their elbow. Will is the essence of direction. Cultivate it, then, if you do not possess it; but do not mix up with it pride and pomposity. A persevering agent has fixed intentions. He does not flag in his duties, but is always active. Excess of firmness sometimes makes a man fond of dominion, and dictatorial. Should you feel so, curb this disposition, and test your actions by the inward question, "*Should I like others to do so to me?*" What trust can your manager repose in you, if he finds you yielding to circumstances and

changeable, failing to carry out his instructions or the dictates of reason? If you issue instructions and immediately countermand them, how versatile and devoid of judgment your actions appear; or, when you issue instructions, what an absence of firmness and constancy you display, when you fail to have them carried out. Perhaps, even, you permit them to be disregarded under your own eyes. A staff of men is ever ready to neglect that which gives trouble or work, and when they find you have not the perseverance to *make* them carry out your instructions, your authority is lessened, and disrespect and inattention to your orders *are sure* to be the result. But for this you have no one to blame but yourself. Order, and insist upon the execution of your wishes, or countermand your orders, when the object for which an order was given becomes unnecessary.

If you desire to act with forbearance, be reasonably good-natured. Hard words and actions must at times be resorted to, to eradicate wrong, and re-train subordinates; but be considerate, and do not make them harder than is necessary to gain your point. If you are thoughtless of the prospects and feelings of others, can you expect them to be considerate of you and your employers' interests and business? If it is necessary to censure a man and he deserves it, correct him in just that proportion with which you think his nature will be impressed. It is not considerate to give a timid and sensitive man the same catechising and reproving, which you would bestow on one who is half inclined to persist in the error of his ways. Very willing and attentive men, at times, want checking to keep them so; but this should be done in a quiet way, and with a kindly spirit. An agent inconsiderate of those under him is selfish; he thinks but for himself. Can he be respected by them? It is not likely. Some may say, "Subordinates have little consideration for their agent as to how they annoy or trouble him, or help to blast his credit, if he has any." This is at times very true. But will you improve them by the same line of conduct? No. By being considerate for them, you make them feel that they have treated you unjustly. Like begets like. At least try it, and you may then enjoy an inward satisfaction. While being considerate, do not forget that you must "officially" conquer your subordinates, and have *willed* to do it, or they will view you as a good-natured fool. When you have thoroughly impressed them, relax the strength of the measures that have rendered them efficient. Moderate your tone also, but not too much. Then foster the feeling that

you wish to trust them, if they will evince conduct that will warrant you. Tell them this. Do not glory over a crushed spirit to harrow up a man's feelings, or sometimes you will force him back again to that which you thought you had overcome. Is it not inconsiderate and selfish in an agent, after a clerk has rendered good service in the hope of promotion, to stand in the way of his advancement, because it cannot take place without his removal? It certainly is hard, after having trained a man into your own ways, and taught him the difficulties of his business, to lose him. Yet if he has rendered you one or two years' good service, it is but common fairness to help him to promotion, rather than stand in his way. Consider how you would like your manager to say to you, "Well, I had thought of removing you to ——, as it is a station of more importance than the one you have; but, on second thoughts, I think it will be better not, although you are just the man. You know all the traders where you are and their ways, and have got your station into nice order; it would be disarranging business to remove you, and the increase of salary would be but a trifle."—Would you not think yourself unfairly dealt with, although acknowledged as deserving, if treated thus? It is likely you would, and perhaps you might reply in a dissatisfied tone, that you should like the removal, and that it was hard, after having put things into systematic order, so that the station might be carried on by a less qualified agent, for your prospects to be overlooked. Does not your clerk see the matter in the same light?

Pride and overweening self-confidence are striking characteristics of some agents. How little they dream of the insignificance of man and themselves individually. When coming into contact with a man of this class, notwithstanding all the philosophy one can bring to bear, you cannot help feeling disgusted with him, and where conversation is indispensable, in being curt in your language. This arises from men possessing these characteristics being patronizing in their style, and instinctively demanding from you a deferential manner in acknowledgment of their superiority. I once met an agent in Wales having these traits. He had been a gentleman's butler. From his gait, style, conversation, and manner, a stranger to railway matters would have supposed the man's true position that of a general manager; yet an agent more ignorant of his duties I never met. A man of this class never makes friends, because he can meet no one on an equal footing, unless from interested

motives. He assumes a superiority over all whom he meets, except those moving in a far superior sphere of society, to whom he cringes and becomes servile. Proud men, having great conceit of themselves, are frequently selfish. Their thoughts are ever of self, and self gratification is their aim. If an agent displays arrogance and haughtiness, he will offend traders, and his staff will be continually picking holes in his coat. It is human nature to be particular in bringing forward the faults of him who hourly prides himself on his superiority. Though excessive self-esteem is intolerable, a due proportion is both valuable and necessary. An agent should have sufficient *amour propre* to give him necessary elevation over his staff; to teach him to keep his place, and prevent him committing mean and shabby actions. Without enough self-confidence to keep him in his official capacity above his subordinates, (though he may not be above them mentally,) he cannot dictate, but loses his position, and is as nought in the eyes of those who should look to him as their guide.

To be cautious is to keep out of difficulties, and to be able to prove yourself blameless: so fortifying your position by checks that errors may generally be prevented, and when they occur that some one can be proved responsible. Caution sometimes gives rise to fear, by feeling uncertain which of two things to be done is right. If any of my readers are ever so affected, it would be well, where instant action is not necessary, to consider carefully, until, by reason and contemplation of the circumstances and the probable results of each line of action, they see the right course in their mind's eye. If instant action is indispensable, as in a collision or any other emergency, heaven help them to the most harmless course. A cautious man, ere doing anything of moment, except on *written* instructions, thinks what result his action will bring forth. His mind is full of "ifs," "buts," "in case I should," and "take care." If he does wrong, he can give reasons for his action, which, at the time, appeared conclusive to his own mind. The reasons explained, will help to exonerate him in the eyes of his manager, provided they were arrived at from a common-sense view of the circumstances. A cautious man does not jump to conclusions. He often appears to carry out his intentions in a roundabout manner, in order that the results of his action, as they progress, if wrong, will give him timely notice, and prevent failure or his being compromised: the warning giving him time to bring matters back to the starting point.

Carelessness, when not wilful, is a want of caution. If you have a man of this class under you, check him very closely and *make* him cautious, either by love or fear. If his nature is unimpressive, put him where he can do little harm, or get rid of him. A cautious man comes to an understanding with those around him, and draws a line as to what his responsibilities are, and what the responsibilities are of those under him, and those working in connection with him. A fear of being wrong stimulates, and provides measures to prevent errors. Be cautious, then, if you wish to avoid wrangling, and draw an imaginary circle round yourself. Keep inside such a circle: keep all intruders outside; and disputes, quarrelling, and unpleasantness will be prevented, and each subordinate, trader, or contemporary will be taught his limit.

Courage is essential to an agent. I do not mean physical courage, but courage to command and impress those under you who are rebellious, and who by their actions and manner evince a careless indifference of your instructions and authority. Let such men know they have got to deal with one who will compel obedience. Edge them into their official position by strictly defining their duties and put them on their proper level. They will then give you little trouble for the future. An agent on taking charge of a station has his courage gradually tested by the staff,—not so much to see whether he is a coward as to ascertain what and how much he will bear, and how far they can go. If the agent feels himself slightly deficient, he is too nervous to command, but rather seeks suggestions and advises with his staff. They see that, from his deficiency, he fears to be courageous, and presume accordingly. If an agent has not courage to convict a subordinate when he gives a false statement in order to hide a fault, false statements will increase and multiply. Have courage to doubt a man and tell him so bluntly, regardless what front he shows, or how gentlemanly and refined he claims to be. Nothing will disorganize the staff of a station so much as a knowledge that the agent is too timid to command. Remember that firmness, and courage to command, create fear: justness and goodnature, respect and love. There is an indefinable something in the eyes, bearing, and intonations of voice of some men which impresses even those who are on an equal footing with them. They give an order, and there is a clear, ringing sound with their words that, falling on the ear of him to whom the order is given, causes him

instinctively to obey without question, as if mesmerically impressed. If he happens to be a man of the same calibre,

"Then comes the tug of war."

Desire for approval in due proportion calls forth emulation. An agent longing for an acknowledgment that he conducts his station well, strives to do so to obtain such acknowledgment; and he will feel gratified to hear *genuine* remarks of satisfaction from traders. Desire for approval, with perseverance, are the feelings that produce emulation. Knowing this, well-timed acknowledgments of creditable performance of duties by subordinates are calculated to produce and keep alive emulation. Never overstep the bounds: do not deal out flattery or receive it; but give, and if you derive pleasure from it, receive in a becoming manner acknowledgments for praiseworthy actions. If any of your staff seek to please you by praiseworthy conduct, express satisfaction; as the fact of a man striving to please shows that his feelings regulate his actions in the way calculated to afford him pleasure. He manifests the possession of a feeling that with care will enable you to work him to great advantage. While you study your own character, perceive the peculiarities of those around you, and without making a perceptible difference among them, treat each according to his feelings. Stoop to conquer. Never neglect your duty or your employers' interests in favouring anyone to gain their approbation. This overbalances more important considerations, and becomes dangerous. Truth, duty, and justice, derived from a conscientious feeling, should be immovable by other sensations. An agent who has no gratification in receiving acknowledgments for good conduct loses a pleasureable feeling, and a spur to good actions. It does not follow, however, that without a desire for approval he may not progress, and carry on his station well, because he may be urged by other sensations,—perhaps ambition for power, a desire to earn more money, or a fear of losing his appointment unless he fulfils certain things.

Secrecy is essential in management, for if you tell men what you *intend* to do, should it interfere with them and their comfort, they will covertly throw obstacles in your way to prevent the carrying out of your intentions. Make no one as wise as yourself: confide but little (except in your wife), and have a little world in your own mind, from whence you can draw your own measures, unbiassed by the doubts and fears of others. Let no man dream

of your meditated instructions and arrangements until they are issued; then let them come forth quick and sharp, and they will, from their suddenness, be more effective. Men then never know what you are about, and the question arises in their minds—"What next?" Doubt gives rise to expectancy, and while men are expecting you, or your instructions, they are ever on the *qui vive* and active. Do not let men know more than is actually necessary, but impress them with the idea that, like an eagle, you may pounce upon them at any moment. In a large undertaking it is occasionally necessary to make some person partially a confidant of your intentions and wishes; but do not let him know everything. Although a certain amount of secrecy is necessary to work a staff well, an excess is injurious, as it makes a man cunning; and what is more contemptible than low cunning? There is nothing noble, or calculated to inspire respect, in it. You must, however, be sufficiently awake to perceive the devices of others' cunning, or you get duped. But there is a difference in possessing this feeling in what may be termed the defensive and offensive. Caution, and a knowledge of the ways of men, help as your defence. If a man's actions are doubtful, watch him quietly until he exposes himself so as to point out his aim. You may help him to be straightforward by throwing obstacles in the way of what you may suppose to be his covert intentions. Some may say it is essential to practise cunning in order to combat cunning; but this is not the case, as the straightforward man then descends to use the weapons of his antagonist, weapons with which the latter is likely to be most skilful. No: combat cunning by straightforward honesty and truth, at the same time using caution. The cunning man with a bad motive cannot tackle you on this ground, and right (which I presume to be your aim) becomes successful. A cunning man, knowing his own tricks, expects to find them in others, thinking they are like himself, and he therefore resorts to cunning to gain his ends and to overreach.

Invention is much needed by an agent, as it gives him the power of organization. It almost daily happens that something goes wrong: the error may be chargeable to various causes; but the recurrence is, or should be, provided against by some plan, scheme, or system invented by the agent. How are systems to be thought of, the working of trucks schemed, checks to be introduced, and a variety of little matters planned without invention or ingenuity? It is the co-partner of system and order:

they go hand in hand together. Without invention an agent cannot set a large station going, or remodel one: he is devoid of the mental power to construct and build up.

MANAGEMENT, GENERAL.—To Manage a Station creditably, it is requisite to possess a due proportion of the characteristics named in the foregoing pages.

In carrying out an undertaking where there are numbers of men, each with a certain allotment of duties to perform, a chief amongst them is indispensable to direct their labours, for gaining the results sought. A man starts a business, thinking that by attending to certain things in its working he can make it profitable; perhaps, by having better workmen than his neighbours, and the production of a better article at an equal or less price; perhaps by stricter economy, and going to a better or cheaper market for his material. The daily supervision of these matters, and the details connected with them, constitute the management. It is obvious, then, that the management of any business is the working of it to certain desired ends, before attempting which it is *imperative* that you are conversant with all the details upon which the attainment of these ends depends. A man, without these details, is like a ship under sail, with no helmsman to steer to any given point: hence, upon each change of wind the vessel drifts in a different direction. Men, unacquainted with details, are quite as uncertain; they seldom succeed; and where they fail from inability to acquire details, they cannot be considered men of business. The essence of station management is a perfect knowledge of all details, a knowledge only gained by intuitive perception and experience. A good workman knows good work, because he is acquainted with the details necessary to produce it, and the same principle applies to a good station agent. If, for want of a knowledge of the details of the work, an agent does not know good from bad, he cannot discriminate those among his staff who possess real merit from those who are valueless. How, then, is he fit to rule or manage? A station agent should be thoroughly acquainted with the duties of each man under him, so that he could at any time, in case of emergency, fulfil them even better than the person to whom they are apportioned. A good agent

can generally do this, and prides himself on his ability. Where a man has acquired this practical knowledge of details, he excels as an agent. If matters go wrong, he can immediately point out the person to blame, and can see whether the fault has been caused by a careless error, a wilful error, or is attributable to want of system. A man of this stamp does not run from one subordinate to another to learn from the judgment of others who is the person to blame. He himself immediately detects the man in fault, asks for his explanation of the circumstances, and, if necessary, reprimands him for carelessness or wilfulness, at the same time administering a preventive for the like recurring.

To successfully manage a station of any importance requires careful consideration of the "ends" sought, and continued application to shape circumstances towards that realization which your employers' interest and credit demand. You may consider them:

1. INCREASE OF TRAFFIC RECEIPTS;
2. STRICT ECONOMY;
3. CORRECTNESS AND REGULARITY;
4. HONEST AND FAITHFUL MANAGEMENT, calling forth satisfaction from the public and your managers.

Before treating of the accomplishment of these several ends, it is necessary to state that their fulfilment greatly depends upon (1) *Energy and perseverance;* (2) *Discipline and system;* (3) *Aptitude for organization.*

1. INCREASE OF TRAFFIC RECEIPTS.—Where an agent has a station from which there is no opposition, all the traffic must necessarily pass through his hands, and he cannot do very much to make an increase. Sometimes, however, by making a carting arrangement to adjacent towns or villages, better accommodation than they possess may be given, and a traffic encouraged. Sometimes a neighbourhood may produce certain commodities, perhaps minerals or vegetables, which, from the backwardness of the people,

have never been brought into the market. If so, it is to the interest of the company to lead to their introduction, so that they may be carried over the line. Make your manager aware of the facts, and as far as your power admits, induce buyers to draw their supplies from your locality. A traffic may sometimes thus be forced and developed; and when once developed, it may be increased and *held*, by giving it attention and accommodation. At times, you may learn by inquiry that a reduction in rate will increase it, because the commodity can be purchased from another locality cheaper than from yours, your rate being too high, and operating to your disadvantage. Report a matter of this kind to your goods manager. The sellers should reduce their profit as well as you, in order to draw buyers. In making a traffic, much depends upon a knowledge of the markets, so that rates may be regulated without loss, while, at the same time, buyers are drawn to those markets to and from which the company want to carry. Take care that traders, to suit their own purpose, do not make a tool of you, and get a rate reduced, only to put the reduction into their own pockets. When you have a station without opposition from the locality, work it in such a manner as to keep competitors out, and let the public say they could not be better served. Let there be no cause for complaint in this respect.

When you have a station in a locality where there is railway or water opposition, or perhaps both, it is imperative, if you want to get the best share of the traffic, that you should offer the greatest, or at least equal, inducements in the shape of (1) accommodation, (2) speed, (3) attention, and (4) correctness. I do not say rate, because, in railway opposition, equal rates are generally agreed upon, and in water opposition, railway expenses are so great that it is out of the question to attempt to compete in price: you must, therefore, give speed in lieu. Having opposition, you should canvass well,—contend with your opponents for every ton, and for the favour of every sender. Pay every attention to traders,—listen to their trifling complaints with patience, and explain to them the circumstances which may have given rise to errors, as, if you explain and reason with them, it will satisfy more than if you treat them sharply and curtly. Remedy all their complaints, or explain the reason why their wishes cannot be carried out. Remember you want their patronage, and you can only lead them to give you that patronage by studying their interests in every way short of deteriorating your own. Impress upon their minds a favour-

able opinion of your employers and yourself. Be honourable and just in your arrangements and agreements, whether others behave so to you or not.

Traders sometimes deceive and impose in declaring weights and sometimes in describing goods. Always advise them by letter of your having detected the discrepancies, and if they constantly occur, expatiate upon the extraordinary fact of such errors constantly occurring on that side which affects them favourably. If this hint is not strong enough, give one stronger, and report to your goods manager. Some portions of the public are most unreasonable, inconsiderate, and vindictive against railway companies and their officials. When this happens, and they will hear neither reason, explanation, nor apology for error, it is well (provided they had no legal hold upon the company in the shape of a claim) to show a becoming amount of spirit, and giving them to understand that their conduct is unjust and unreasonable, yet doing this in such a manner that they cannot complain truthfully of insolence on your part. When the public behave like reasonable beings, treat them courteously and obligingly as far as your duties will permit; but be firm, and do not allow them to encroach too far. Claims and rates are both troublesome matters to arrange with traders. Never let an account be presented for payment without the rates and calculations having been previously checked, and urge all claims on with your goods manager, and get them either paid or rejected quickly. Make a practice of quoting rates in writing, then no misunderstandings take place. Watch your opponents as closely as you can; and if they are not carrying out agreements existing between you, check them, and point out their want of principle. Take care they do not, unknown to you, give traders an unfair advantage, which they may do without breaking agreements. Sometimes, this is done by bribes and perquisites to traders' foremen in the shape of so much per package; sometimes by covertly agreeing to take senders' declared weights, which are understood to be under the actual weight; or sometimes by allowing a certain amount per ton in settlement of accounts for a cartage allowance, or on some other pretence. Where a trader keeps carts and horses, and would prefer carting his own goods to the station, if it is arranged for him to do so, and he actually does, and a cartage rate is charged, the trader is of course entitled to a cartage allowance of so much per ton. If you observe one house that confines itself to your opponents, try and find out the reason, for one must exist. If you know the reason,

you can see whether it is possible to supplant your competitors, and you see whether or not trickery is practised. In opposition you must bear in mind you have not men against you who are dull, or, like some portion of the public, easily frightened: you have men of your own class, as keen and active as yourself, and perhaps more so. Few firms get much out of a railway company, although it is not always for want of trying. Many of them, when not railway shareholders, delight to see two companies fighting against each other, because they know the rates will come down, for which end they work, playing one company off against the other, and getting remission, from time to time, first from one and then the other, at one time giving traffic to one, and at another time to the other. As a manufacturer once told me, he liked to have two strings to his bow, so that both could be used at times, and one be a check upon the other. It is your policy to be conciliatory, courteous, and obliging to traders; but at the same time firm and straightforward. Require from them what is fair and upright, and do not let them have reason to find fault with you for not acting in a like manner.

Do not let traders entice you to forego the principles of the agreements that you know exist with your opponents. You could not place your company in a more dishonest and embarrassing position than to cause them to be convicted, through your action, of having broken through a fair and equally based agreement. Frequently more odium and discredit arises from this cause than twenty times the paltry advantage obtained is worth. Besides it is not honest. It sometimes happens that in agreements companies seek to take advantage of each other rather than to arrive at an equitable arrangement. Hence the company getting the worst feels it has suffered from "sharp practice," and thinks itself justified in adopting sharp practice in self-defence, to regain its rights. But this is not for an agent to interfere in: he has simply to carry out the instructions which he receives.

Where agreements exist, any trader seeking to induce either company to break through them should be viewed as a common enemy by both; and one company, after detecting a trader of any importance making such overtures, should caution the other company against him. There is nothing like exposing tempters.

A little opposition no doubt helps to improve an agent, as it induces him to be more active and obliging. If he possesses any energy he is kept up

to the mark. He finds that that sleepy, lethargic way of taking things as they come does not answer. Nothing so well helps to please traders as attention in little matters. When they ask you to do a thing as a favour, if it is consistent, strive to oblige them. They like prompt replies to their correspondence, and, therefore, always endeavour to give them a reply per *return of post*, even if it is but to acknowledge their letter, and to say you will endeavour to carry out their request. If you treat traders well and satisfy them, they are sure to be less exacting and more willing to look over occasional errors, which are unavoidable.

At the same time that you are striving to increase your traffic, you must not forget to watch that some portion is not decreasing: you may have an increase on the whole, and yet a decrease in particular cases.

In order to have constantly at hand the means of ascertaining your exact position as to traffic, get a foolscap book, and rule across it according to the following form: two pages crossways will serve you for six months. After writing the stations for the first month, you have only to fill in the figures month after month. This, at a glance, will show you your increase or decrease, month by month, or the corresponding months in the previous years, to and from each station. If you have a decrease, by referring to your invoice books, or perhaps your ledger, you can easily see which traders have not been sending their average weight. See these, and inquire from them the reason. It may arise from a slack trade, a glutted market, a loss of trade from competition, or too high rates of carriage to compete with houses in other districts, or from various other causes. Your aim is to find out if it results from anything that is within the control of your manager or yourself, and if so to have it obviated. Without noting these statistics, you slumber on, unknowing where your decrease takes place, (unless it is a very large one,) and without effort to regain the lost ground.

The table is merely given to convey the idea of the means necessary to keep a constant watch on the increase or decrease of traffic, and its arrangement may be altered or expanded to suit the requirements of each case.

_____ *Railway.*

_____ *Station.*

COMPARATIVE TRAFFIC STATEMENT.

STATIONS. 186	JANUARY.						FEBRUARY.						MARCH.					
	INWARDS.			OUTWARDS.			INWARDS.			OUTWARDS.			INWARDS.			OUTWARDS.		
	Goods. Tons	Coal. Tons	Minerals. Tons	Goods. Tons	Coal. Tons	Minerals. Tons	Goods. Tons	Coal. Tons	Minerals. Tons	Goods. Tons	Coal. Tons	Minerals. Tons	Goods. Tons	Coal. Tons	Minerals. Tons	Goods. Tons	Coal. Tons	Minerals. Tons

2. ECONOMY is the dispensing with everything costing money that is not positively essential; making everything which is actually in use last as long as possible—in fact, until it is worn out; and the avoidance, generally, of wastefulness and extravagance.

Labour is one of the most expensive commodities under an agent's control, because it is a standing expense week after week. It must be your aim to do only that work which is necessary and indispensable. Do not let traders or other stations transfer to you work that does not fairly belong to you. Shorten and reduce the work to the lowest point possible. Do not adopt tedious and laborious plans that create work; and do everything as simply as is consistent with carrying out the object in view. Work a system that drives straight to the point you want to gain, not one that arrives at it in a roundabout or indirect way. *View the necessity of everything in a doubtful manner, and try to prove to yourself that it is indispensable.* If you are unable to do so, dispense with it, and save the extra cost, or apply the power saved in another direction where it is needed. This is the rule for the reduction of work. Never let your economical wishes verge to indiscretion. Remember, the work of the station must be carried on well, for your own credit. The completion of the work will be demanded of you, however small your staff. Too strict adherence to economy will not save you being censured. Do not cripple yourself so that the work cannot be completed *in time*, or unreasonably force more work or longer hours from your men than is customary. If you let your zeal to work cheaply overcome your discretion, you cannot execute your work well. You must strike the medium. Protest against a curtailment of staff, when you are confident such curtailment would get you into discredit by the work not being done. If it is forced upon you, submit without grumbling, and wait until you are practically satisfied that you really cannot carry on the station in the way which is expected from you. Do not let bad get worse and continue to grumble, but send to your manager a thorough explanation, showing why you find it impossible to carry on the station properly. If you have any credit at all, you must not let it be ruined by circumstances beyond your own control. No practical manager would force you to this, if he desired your services, and provided you could clearly and indisputably show him that his wishes could not be carried out. Timid, apathetic men, though in some measure good agents, are frequently ruined, merely from

wanting vigour and tact to speak out as to the "whys" and "wherefores." A statement of the number of invoices inwards and outwards, with the number of entries in each, also the number of entries in the ledger and porters' settling book, will, in general cases, give a good idea of the amount of clerk's work done at a station.

Be sure and get a day's work, and a fair proportion, from each man. Do not allow laziness to grow among your staff. Look round sharp, and keep them all at work. You can do this in a quiet way, without driving them. Labour is saved by correctness, and doing away with errors which take time to correct. Look at the labour an overcharge causes. First, it has to be calculated and extended in the overcharge column. Secondly, the station from whence the invoice comes has to be advised, and your memorandum registered. Thirdly, two overcharge sheets have to be made out, one for audit, and one for clearing house, (if a foreign overcharge.) Fourthly, it has to be posted into the abstract book; fifthly, entered into an overcharge book; sixthly, added to others, and entered into the balance sheet. All this from an invoice clerk miscalculating perhaps sixpence. No invoice should leave a station until checked and initialed by a second person. Time saved, and quickness, will enable you to get through more labour. Do not waste ten minutes of your time in idle talk, or let your clerks do so. If they want to debate metaphysics or public questions, let them do it after business hours. Clerks in an office which is kept silent produce more work. If a man is eager to work he does not waste time, and each five minutes during which he is unavoidably delayed vexes him, because he wants to finish what he is about. Much time is frequently wasted during dinner hours. In many cases, from two to three quarters of an hour beyond the allotted time is lost, either by leaving a piece of work when your attention is fixed, or being a few minutes late coming back, and then not settling to your work directly you return, and so on. At some stations it is customary to have also a tea hour, which is a repetition of the dinner respite. Thus, from three to four hours are taken out of the day, and the consequence is, the work has to be carried on till nine or ten at night. Gas is wasted, eyesight is injured, and recreation is lost; all this sacrifice being made that the stomach may be filled twice, and the legs exercised between office and home, and between home and office.

Some agents are continually wanting alterations and additions of

accommodation, which will not pay for the expense incurred, and can very frequently be dispensed with. Ere advising additional sidings, alterations to give more accommodation, or extra office furniture, try and contrive so that you can make a shift without the company suffering any loss, or being inconvenienced. This at times may be done, if agents would forego their hobbyhorses, and look more to economy than making their stations and themselves important. Clerks and men often want something for use that will save them trouble, but can be done without. Make them prove the necessity for their wants. Ponder upon the permanent return to be derived from the expenditure of money, before recommending such expenditure. It is not economy to make a requisition for stores, ere those in use have been entirely worn out. See that your men do not, by the improper use of any article, spoil it for its legitimate purpose. If this is done without your seeing, you may generally extract it by computing the time the article has been in use. View the remains of tools worn out before authorising their renewal: you then see that they have not been lost, and require replacing.

Stationery, as a rule, is too profusely demanded by agents and supplied from stores, which leads to its waste. At many stations you will find blank forms in disorder in almost every drawer you open. Thus they get creased and dirtied, and become unfit for use, and then get burned or used as waste paper. This is wrong. As a rule, keep two months' supply of forms on hand,—one in reserve and one in use. That is, if stationery is supplied monthly: if oftener, you need not keep so large a supply. Let each clerk have his appointed drawer, and there let him keep *only sufficient* forms for his month's consumption: all the rest keep in order and smooth, under lock and key,—not from their value so much as to make each man feel he cannot riot in plenty, having only just enough to serve him. It is the kicking about of a quantity that causes waste and makes a litter. If you keep forms of the same kind in one bundle altogether, and as you give them out mark about the number remaining, you can then easily, at the close of each month, when making your requisition, see how many you have on hand, and how many you require to keep up your supply. The disorder in which forms are kept gives rise to waste.

By making your people understand that nothing must be unnecessarily used, coal, among other things, may be saved. Do not allow fires to be kindled in the morning too long before they are wanted, or let more than

[illegible] a long swing during the night. Long after the train is [illegible] the passenger then waiting some porter comes and pounces [illegible] to see if he is going with his wants. Yet, as the [illegible] time to see a suggestion over a little tip. Make the porter who [illegible] understand that he is [illegible] understand you is [illegible] the [illegible] to [illegible] the [illegible] outside [illegible]

[illegible] a great quantity of oil used. Each [illegible] lamp, which, in many cases, he takes home with him at night. [illegible] many a flask with oil, and what is not burnt when [illegible] is perhaps consumed to light his cottage either in the company's [illegible] This is not right. Although some of the poor [illegible] are poorly paid and are hardly worked, yet this petty pilferage [illegible] be observed by your manager, and it is not honest of you to be [illegible] with what is not your own. Have a number scratched upon each lamp, and a row of nails along a wall numbered. Require each lamp, when not in use, to be hung on its proper nail, say at night, when the men leave work. Forbid lamps to be taken home except under particular circumstances, which must rest with your judgment. When lights are no longer necessary in signals, have them put out. It should be the duty of the watchman to put out the signal-lamps as soon as day dawns and the semaphore can be seen from the distance.

Gas, also, requires looking after, so that it is not unnecessarily consumed. Require each man to put out the gas at his desk when he ceases work. Sometimes clerks leave an office at night with the gas full on, and perhaps it continues burning several hours. This is wasteful, and makes the gas account more than it need be. Make each clerk, porter, or whatever he may be, understand that when the work is done, the gas must be either put out or lowered. Do this, and have it carried out, and you will soon find a decrease in your gas bill. Gas in waiting rooms, urinals, and other places, after the majority of the trains are gone past, can be lowered. Make one man responsible for going round and regulating the gas according to the instructions you may give him from time to time. At night, when you are only waiting for an up train, or one over, it is not, at some stations, necessary to have the gas burning in the platform lamps on the

down side. If not, have it regularly put out; but not if there is any danger of passengers going there and stumbling in the dark, and thereby meeting with an accident. Signals are sometimes lit with gas. When such is the case, and you cannot get the gas to burn, unscrew the burner, and put in an oil lamp. As far as possible prevent breakages, and instil into your staff to be careful. Breakages arising from skylarking or rank carelessness require the faulty party to make good.

To economically study your employers' interests you want to save all you can and get all you can. A penny a-day, in twenty little matters, in round numbers, is £30 a-year. That saved, or gained by an increase of traffic at twenty stations, would be £600 a-year in the company's pocket. So look after the pence and the pounds will look after themselves.

CORRECTNESS.—Nothing gives rise to such a number of petty annoyances as the duties of a station being carried on incorrectly. Repeated errors keep an agent in hot water, either with the public—his general manager—his goods manager—or his accountant. Errors generally give rise to complaints, and tend to sour an agent's temper towards his staff. This should not be, as it leads to unjust expressions, and to actions calculated to hurt the feelings of subordinates. Errors may be classed under three heads:—

(1) *Errors of Judgment and Casual Mistakes, including "Forgets."*

(2) *Errors Wilful and from Carelessness.*

(3) *Errors from Want of System and Order.*

Errors of judgment depend entirely upon the natural and cultivated qualifications of the mind. They are to be obviated by careful thought and a consideration of precedent. To casual mistakes we are all liable; but an agent must not commit so many as to allow it to be justly said that there is a want of care on his part. Carefulness and checking work, or reviewing intended actions ere completion, will decrease these errors to a mere nothing, so that the committal will be the exception to the rule. Errors from forgetfulness are most frequent. Nothing sounds so unbusinesslike and neglectful as "I forgot." A bad memory is a misfortune; but it is remedied by making a point of always writing a memorandum of things to be remembered or done. When you do not want to omit a certain matter, and have no document to remind you of it, put a memorandum into your letter-

looked, and it is sure then not to escape you. When you promise, or are verbally *instructed*, to do anything, don't say yes, and forget. If the multiplicity of matters on your mind is likely to cause you to forget, make a *memorandum* or adopt some little plan that will lead you to recollect. Some men get so *concentrated* on what they are about that they forget *everything* else. The mind becomes so fixed that it cannot receive a *second impression* at that particular time.

With wilful *error* there is but one way of dealing, namely, strong *remonstrance* and warning, which, if unsuccessful, must be followed by *dismissal*.

Careless errors are the most vexatious with which an agent has to deal. If *anything* will make a reasonable man enraged it is a careless, regardless, slovenly clerk,—a man who neither fears nor respects. To lose temper with him disturbs your equanimity. To talk to him after the first two or three times is waste of breath. Give him plainly to understand, by letter, that he must either alter and become as you wish, or you will cause him to be discharged. If he still persists, send the first clear case you have against him to the proper quarter, with remarks on his general character, and a copy of the letter which you gave him: this will cause him to be severely reprimanded or discharged. By treating careless men strictly and firmly, and well checking them, they can generally be reformed. Most men can be made to fear in some way: the difficulty often is in finding the way. If an agent be careless he is certain ultimately to get discharged. Many men are careless where their direct interest is not at stake. If an agent is careless, it is most likely that everyone under him will become so too: for like begets like. Thus everything that is done will more or less bear a careless impression. Carefulness depends upon the will of a man: if he cannot be made to exert his will to be careful he is of no use at a station, and the sooner he is removed the better. Narrowly watch your staff, and if you see them verging into careless ways, curb and reprove them at once, for if you give them rein, they and you are lost. The work must and should be done correctly, and while it is done so, an angry word need not be heard.

Errors for want of system are very prevalent, (see "System and Order,") but may be gradually prevented. Order is a natural faculty given to man to enable him to apply system, and obtain by its means

completeness and correctness in his undertakings,—that is, provided he has sufficient judgment to skilfully apply system. To illustrate system in little matters, I will mention a practice resorted to by unsystematic persons:—

An abstract clerk has to commence a new book, which is unpaged. He pages a fourth of it, and commences heading the leaves for certain stations. After a few months this fourth of the book is filled up. He then pages another fourth, and reheads certain leaves for certain stations, and so on to the end of the book. Thus, as the book becomes nearly full, the accounts of one station are entered in three or four different places. Perhaps, also, the index will be on one or two pieces of paper, which are loose at the end of the book, and incomprehensible to any but the writer.

This is unsystematic, unmethodical, and slovenly. When an abstract book is paged through, divide the pages by the number of letters in the alphabet, omitting any that you think are seldom the commencing letter of stations you trade with, such as Q and Z. Apportion to each letter a certain number of leaves, deducting one or two from one letter and adding to the other as your judgment may consider necessary. Thus, when the book is completed, the entries for each station will be all together, from the date when the book was commenced until it is finished.

With proper system there is no confusion. Everything that is performed has a little plan connected with it, whereby quickness and order is obtained. System prescribes a certain line of action in conducting work, which forms a rule by which each man works. By each man carrying on his work according to the recognised rule, the different portions, when put together, fit one into the other. The fact of the different portions agreeing proves their correctness: hence the importance of method, and the necessity for checks to keep each man's work correct, so that the whole shall agree harmoniously together. Confusion is the antagonist of proper system. Confused writing—confused figures—confused papers, are all symptoms of a want of system. Where you find confusion don't look for system, but expect to have to teach and establish it. Improper systems, or circumlocution, breed confusion: so avoid them. *Too much* system, however, is as bad as, if not worse than, too little. Frequently, from the confused state of writing and composition, you can detect an unsystematic man, although you have never seen him. It is a fact that more than half the errors that occur at a

many result from this confusion and want of system. Immediately you detect an error, ascertain the cause, and before dismissing the matter, bring your inventive faculties to bear to prevent a repetition by devising a remedy for the future. If the cause is confusion, counteract the repetition by system; have the plan you devise carried out by the man in whose work the error occurred. *If agents would only deal with all errors in this way as they occur, they would quickly reduce them to casual and unavoidable mistakes, and thus save unnecessary work, prevent complaints, and preserve their own credit.*

SYSTEM AND ORDER.—A man of business is not, in the true sense of the word, a business man, unless he is systematic and orderly. These are traits absolutely essential for a successful agent. To arrange perfectly, system and order are indispensably requisite. The old adage tells us to have a place for everything, and everything in its place; also, a time for everything, and that everything be done in time. These truths are universally admitted, but to practice them a man must be orderly, either naturally or by cultivation. With a systematic man work is carried on steadily, and *done in time:* he is never driven to act hurriedly, and, consequently, imperfectly; but he takes one piece of work in hand, and continues it until it is completed. He is not first doing a little at this and then a little at that, and leaving all incomplete. No; his work moves on as regularly as the hands of a clock; each hour brings its work, and its performance. The orderly man does his work so perfectly, that it never comes back to him for correction, and will always bear scrutiny. You will not find him sending returns away full of errors and incomplete, or in correspondence giving an indefinite reply, because it is too much trouble to find out the facts of the case in order to give a definite one. *He likes to clear as he goes, and to complete everything to which he gives his attention.* What he does, he thinks is worth doing well. He has a horror of seeing things out of place, and sometimes, in carrying this principle out in trifles, he becomes even ridiculous. You will not find him sending in a balance sheet that does not balance.

It is not orderly to have books knocking about, as they too often are, with dirty thumbed leaves. Old books out of use are frequently thrown under the desks for people to put their dirty shoes on, or, perhaps, piled in

a corner on the goods platform, where they get thrown right and left among the dirt. This is not orderly, neither are dirty office floors and walls, dirty windows, dirty lamps, and dirty, dusty desks. It is not orderly, when three or four books have been taken from their places for reference, to leave them open on the desks when they are done with. In matters of this kind, you should set your clerks an example, and when you have had a book in use put it back into its place when done with, and make every one do the same: then you will not have to hunt over the office for a book when you want it. There is an appointed place for it, and you can put your hand upon it in a minute, if not in use. Some men are particularly fond of having half-a-dozen places for the same kind of papers. They will put letters, consignment notes, telegrams, orders, &c., mixed on three or four different files, or, perhaps, stick them against the wall on nails or pins, or push them into a drawer with forms, and when they want a particular paper, it takes half a day to find it. Occasionally they get inward promptings to be more orderly, and set about keeping things according to some new thought of plan, which lasts, perhaps, a few weeks, and then they relapse into greater confusion than before, for these occasional promptings to order, instead of centralizing, only divide and complicate matters more. Pencil totals in books after they are balanced are abominable, and especially in a cash book. This practice shows a want of order and finish. Railway employées, as a body, do not seem to possess a great share of order. You can hardly inspect a station, where you will not find it more or less wanted. How some slovenly agents get along is a mystery; they frequently do get into trouble, but somehow blunder on through it all.

System is the most perfect application of arrangements to insure certain ends,—an adaptation of checks in regular order, to gain required results,—arrangements that, if well applied, help to prevent errors, and when they occur, bring them to light. But system, although of the greatest value in its place, if laboriously applied is hurtful, and creates unnecessary expense, besides giving rise to circumlocution and red-tapeism. System, like everything else, is only good in moderation. If you feel yourself short, cultivate it; if you have a preponderance, check your systematic intentions by viewing them in an economical light, and considering whether, by adopting them, you lose speed. A light passenger engine is

calculated to run along with a few carriages quicker than a heavy goods engine. The one moves along rapidly; the other is retarded by its own weight. One is made to run; the other to draw. The working of system is much the same. It is better to have a system that will admit of speed and which runs freely than one that works heavily, with slow precision. Although the latter cannot be done without at a very large station, at a small one it is cumbersome and unwieldy. When a man desires to progress in railway business and gain credit, if he has but little system and order he most assuredly will never attain his aim; as the details are so numerous and variable, from circumstances which daily arise, that they must be dealt with systematically, and so treated that they do not displace established rules, but rather work into them and with them.

"Procrastination is the thief of time," and he who yields to it evinces indecision of character. Every day brings its work at a station, and oftentimes more than can be done in ordinary hours. Therefore, if you put anything off till to-morrow, you overburden yourself on the morrow, and the result is another delay, and so procrastination grows. Do a day's work in a day, and every day get through the work each day brings forth. *Clear as you go*, should be your motto. You then never have to look back. Some agents have a vile practice of neglecting their correspondence; they allow it to accumulate, and procrastinate from day to day, until third, fourth, and fifth applications come, and then they have a field day or two and clear everything before them, neglecting something else the while to give *the whole* of their attention for the time being to clearing arrears of work. A lover of order never procrastinates, because a thing that is required to be done, if left undone, is out of place.

INTUITIVE PERCEPTION.—Quick, intuitive perception evinces quickness in a man which he will display physically as well as mentally, because the mind regulates the actions of the body. Quick perception is constitutional, and is a great boon in business to those who possess it. Some agents will take up a letter, and read it over twice before their heavy intellects take in the facts of the case. They then have to think twice as to what they shall do, or what is expected from them. Another agent will take up a letter and glance hurriedly over it. His mind's eye takes in the facts of the

case instantly ; he issues an order, writes a reply, and passes on to the next. One beats about the bush, seeking for the facts or bearing points ; the other man's intuitive perception grasps them in a moment. A man of quick perception is a great observer ; he sees and hears what oftentimes is neither intended for his eyes or ears ; and he is not easily hood-winked, being too much a man of facts. Subordinates' excuses will not pass count with him ; he wants work done ; he knows all the difficulties, and how they are to be surmounted. He will say,—"Don't bring me excuses, but let me have the thing done ; I want actions, not words."—He will divine the likes and dislikes of others, their feelings and intentions. He remembers facts, and makes a good correspondent, writing in a pithy, curt style, and to the point. The man of quick intuitive perception is the man of tact. He has a most accommodating, argumentative way of splitting straws, and creeping out of difficulties, with all the unconcern imaginable. He reads the characters of his subordinates, and governs them accordingly. If he has a knowledge of his business, his subordinates do not often deceive him ; he inwardly laughs at their manœuvres, and in a roundabout way hedges them into a corner. He gains the reputation of being very " 'cute," and his staff fear to attempt to deceive him. It is of no use going to him with half a story, or the facts of a matter only half inquired into, because his intuitive perception divines probable causes from the results. Therefore, a clerk must be well up in the facts of a case to answer the queries he raises.

Railway men have to work harder and do more than the generality of business men. He who does the most, and does the most well, is the best man, and the one that gets on. To perform a great deal of work, you must possess or cultivate a quick perception and action, which generally go hand in hand ; and although, in perfection, they are gifts of nature, yet it is within the power of every one to improve these qualities, and, if they choose, to be quick and not sluggish in thoughts and actions.

INDUSTRY.—Be industrious and prompt, doing things without delay. When it dawns upon your perception that something wants executing, do not think *when* you will perform it, or say, " It is something I must do," but take hold and do it right away, following on with what comes next. Avoid relapsing into inactivity, but push onwards, doing everything that wants completing,

and clearing as you go. Such is industry. If you are without it give up railway business; otherwise, sooner or later, it will give you up, minus a good character. Be industrious. Labour is one of the conditions of our existence. If you carry it out, you derive all the comforts and pleasures that it can purchase. It has been remarked, that "Labour is the price the gods have set upon all that is excellent." Strive, then, for excellency. If you would work your station economically, be a workman yourself, as well as a director. If you would gain praise—if you would feel the satisfaction of having done all you could—if you would rise—if you would be wealthy—*work;* give your whole soul to it, and *push.*

On the tomb of Mr. John Donogh, the millionaire, of New Orleans, are engraved the following maxims, as a guide to man through life:

(1.) Remember always that labour is one of the conditions of our existence. (2.) Time is gold; throw not one minute away, but place each one to account. (3.) *Do unto all men as you would be done by.* (4.) Never put off till to-morrow what can be done to-day. (5.) Never bid another do what you can do yourself. (6.) Never covet what is not your own. (7.) Never think any matter so trifling as not to deserve notice. (8.) Never give out what does not come in. (9.) Never spend, but produce. (10.) Let the greatest order regulate the actions of your life. (11.) Study in your course of life to do the greatest amount of good. (12.) Deprive yourself of nothing that is necessary to your comfort, but live in honourable simplicity and frugality. (13.) Labour then to the last moment of your existence."

Franklin says, "If you want a thing done, go; if not, send." In matters of importance in railway business this principle is applicable, but if adopted as a general rule, subordinates would so arrange it that you might always go yourself. Have no such men, however, round you, and so govern them that, if you send, you will feel as sure that the thing will be done as if you went yourself.

Franklin's proverb that "Time is gold" cannot be taken to heart by all railway men, because they are paid for a certain time, and to a great extent they can put off and shirk their duties without affecting their pockets, whereas Franklin, working as a printer, was only paid when he had produced certain work, therefore the time he chanced to waste prevented him producing that for which he obtained money; but railway men too frequently waste their time, which is gold to their employers. Many

agents and clerks are fond of gossiping, and holding arguments, during business hours, or spending half the day in reading newspapers. With lazy people time is wasted in a variety of ways. An agent will sometimes go into the town on the plea to collect a few petty accounts, although, in fact, it is often merely to exercise his limbs, or to amuse himself. During this time, perhaps, important correspondence is waiting. Porters' cash can frequently be collected by some one who, in going to dinner, passes the place of business of the person owing it. But it is intolerable that a man should take three hours to his dinner because he has to call at a shop where he will be detained ten or fifteen minutes. When you get out of the office collecting in the town there is no knowing when you can get back: one man calls you into his office to ask some trifling question, then you meet a friend, and perhaps go with him, or you may then be detained while some trader is engaged ere you can see him, and in these ways much valuable time is lost. Have no porters' amounts to collect, and collect ledger accounts at express speed. Be quick and short. An hour is often lost coming late of a morning, and frequently when you have completed a piece of work at half-past twelve, and dinner is at one, you are reluctant to commence anything more before dinner, so waste half-an-hour waiting for time. Time is wasted seeking for books that are not in their proper places, or that have no places. Time is lost seeking men who are not at their posts. Time is lost in correcting the blunders of careless people, caused, perhaps, by want of system. Time is lost by an agent in doing trifling things that can be done equally well by a subordinate. Time wants just as much economizing among railway servants as do general working expenses. Time is frequently lost with traders in not disposing of their cases quickly, and a number of arguments sometimes are entered into quite irrelevant to the question at issue. If you get a loquacious visitor do not let him waste your time if he chooses to waste his own. Tell him you are sorry you have not time to talk to him, for if you do you cannot get on with your duties; that if they are not attended to you will be detained until very late at night; and then, if he has any conscience, he will go. If, by saving your own time and that of others, you can do without a man on your staff, you put, perhaps, £50 a-year into the company's coffers, and if you make them aware of it, they will appreciate you for it, and perhaps give you a share of the saving. Make every ten minutes tell by doing something, and do not

be in a listless state of contemplation half your time. There are frequently many little details that, by attention, will save time. It often occurs that two men want an invoice book at the same hour, and one, consequently, has to wait. If there are certain hours fixed when each shall have the book this may be avoided. Frequently time is lost when books or papers have to pass backwards and forwards between two or more offices: this should be prevented, and a general rule established that the least possible time is wasted on all occasions.

DISCIPLINE is the keeping in order and regulating of your staff,—educating and governing.

All men occasionally, outwardly or inwardly, flag in their exertions, and neglect rules and instructions: if you allow this to pass unnoticed you help to its repetition. Men give way at times to a depressing feeling, and become listless; but, by gently admonishing them, you dissipate these feelings, and urge them to exert their will. By not doing this, your staff become imbued with heedlessness. While a man is at his post, he has a certain duty to perform in an understood way. If he is unwell and not fit to perform that duty, send him home; but while men are at their work, keep them to it. Do not make them feel that you are exacting, but that you will have the work done, and that it is policy on their part to do it, if they would save unpleasantness. Obedience is necessary to carry out discipline, and discipline is necessary to obtain obedience. Obedience is gained by fear and respect, and lost by deficiency of firmness and courage—want of detailed knowledge of the business—undue familiarity—disreputable conduct—or anything that, by lowering you, creates disrespect. To gain obedience is the principal object of discipline. By keeping them in order, you make them obedient. If you aim at success as an agent, it must be your deepest study to be a disciplinarian, and obtain by tact implicit obedience from all. Not one agent in twenty is a complete disciplinarian, although most think they are. The ordinary course of training through which a railway clerk goes before he becomes an agent, tends to prevent the acquirement of this knowledge of discipline. A disciplinarian acts as one in his own conduct, as well as enforces discipline upon others. Agents, however, are seldom disciplinarians in their own conduct, though they call for it strictly in the

conduct of subordinates. When you are sure of obedience you can place trust, but not before. Obedience can only be obtained through fear, respect, or a desire on the part of a man to do his work. The first, viz., the feeling of fear, is your principal weapon: it is your ultimate resource to claim obedience, and unfortunately the erring ways of man too often compel its adoption. An agent should be considerate to an extent that he never resorts to this ultimatum until it is indispensable. Try and cause men to perform their duties perfectly by making them feel it their interest to do so. Cultivate among your men an inclination for voluntary action. Tell them it is your earnest wish that they should show a willing spirit, and perform their duties so that "angry words" may never be heard. Treat them kindly and considerately in proof of this. Encourage their exertions, and win their confidence. In this way you gain respect, and obtain that kind of action which produces work done with a *will*, a kind of work which we all know is far better than work obtained by exaction. All the men you can manage in this way it is most desirable to do so, but at the same time you must introduce the conviction into their minds that you only follow this temperate course while they evince the will to do right. As soon as you have reason to believe the will to do right has gone, let nothing wrong which a man does pass unnoticed or uncommented upon. Use all your tact to bring him round; study his character, and operate upon him where he is vulnerable. Try to reclaim by moderate measures, but if moderate measures are unavailing, use the strongest means possible. If in the right, you must keep the upper hand, even if you get the man discharged, as all eyes are upon you, and if you permit your authority to be set at nought, it ceases. *Discipline must be kept up.* While men know they are chastised for wilfully or carelessly doing wrong, they feel that correction is held over their heads, and fear to err. Where a man's manner denotes that he feels this, treat him gently, because it is this feeling that will keep him right, and unless you outrage it, which too frequently is done, will lead him on to respect you. Many a poor fellow, having but little spirit, is ground down to abject submission, but it is a consolation to know that the tyrants sooner or later get their deserts.

Disobedience is a contempt for your authority; and this is insufferable, even when it results from forgetfulness, as it shows your authority does not carry its required weight. Some great man states that to rule with policy

and successfully, you must do so "with an iron hand covered with a kid glove," meaning that you must cover a strong will with tact and politeness. It is partially true, inasmuch as it is desirable to combine a strong will with politeness and consideration, but the simile also expresses deception, which is hurtful. Let us have straightforward honesty; the strong will should only coerce evil and wrong, and then it needs no politeness to conceal. If you neglect discipline, one of the most important things, you fail to keep up the working system of the station, and if your system falls, disorder and disgrace follow. Your system can only be kept up by carefully watching it, and stopping anything that obtrudes to break it down. The thoughtlessness of men daily admits of something creeping in to break down established system: hence the necessity of checks, and of your actively watching contingencies which, by dealing with specially, are warded off, and your system kept intact. It is the neglect to meet these contingencies that causes the breakdown of regular system, and involves the agent in constant trouble and disorder.

A change of circumstances in detail calls for a change of system, and if an agent does not readily apply this altered system a general disturbance ensues. Discipline is restriction to a certain line of conduct. Discipline jars with human nature; therefore, discipline is constantly violated. This proves the necessity, if you wish to preserve discipline, of detecting and vigorously checking any violation. Carefully watch your men, and if they deviate from the beaten path, trip them up, and then let them have a fresh start. By doing this as a rule, your staff get to understand that nothing is gained by slipping but correction. This makes them more cautious, and if you will but let them move peacefully in the right path, they become sensible that, in following it, they obtain the most comfort. You allow habit to grow and draw them into the right course. Visit your men at all hours, and when they least expect you: be at their elbows ere they are aware; but never play the spy,—that is detestable. There is a great difference between watching your men narrowly and playing the spy on them. Watchmen especially should labour under the belief that you are a most uncertain being, and that, if they were to have a doze for five minutes, you might chance to come at that instant and catch them.

Endeavour, as far as possible, to improve your staff in a thorough knowledge of their business: do not confine your instruction to each man's

particular duties; but try to convey to them a knowledge of the whole. A man who understands the whole of the system, and the different courses through which it travels in order to gain certain ends, is more capable of forming a link in the chain than if his knowledge was confined to his own particular duties. It is compatible to instruct a man in the whole of the *work* without making him too wise, or putting into his mind knowledge to criticise your actions. Your experience as an agent elevates you into a position in management that he can never attain, until he becomes invested with all the responsibilities of an agent himself. Express your willingness to answer questions which your people may desire to put, and to explain and show them what they do not understand. Nothing so much tends to improve your station as to improve your staff. How desirable, then, it becomes to make your men efficient, so that they do their work perfectly, and that you feel as much confidence in them as if you did it all yourself. Some clerks, who have the discernment, perseverance, and aptitude to learn the whole of the work, often assume, from this knowledge, a superiority over their fellows, which gives rise to petty squabbles and jealousy. Let it be your aim to break down this barrier, and to place all, as far as a knowledge of the work goes, on an equality, by instructing and training the uninformed.

In order to manage men successfully, discipline, or a prescribed line of conduct and action, is indispensable. There are many men, who have acquired a good knowledge of the accounts and working of a station, who cannot manage one for want of understanding how to enforce discipline. Such men, however, often make very good clerks, and under proper direction valuable ones; though when in charge they fail for want of discipline and consistency of conduct, as well as for want of some one to push them on.

There are certain leading courses of action, which, if an agent understands well, he may conduct a station with credit. Discipline is the principal. It must be kept up in working a station thoroughly, yet not tyrannically. It is partly by discipline that soldiers are moved into the jaws of death. What perfection, then, may be arrived at in regulating a station by similar, though modified, means. In one case, discipline is exercised to cause men immoveably to confront bodily danger; in the other, it is employed to obtain obedience in the performance of certain peaceable duties. Discipline

is used to keep things right; if you do not exercise it to uphold right, you permit wrong to increase and go unpunished.

REMARKS ON STAFF AND ARRANGEMENTS.—Let each man have clear and defined responsibilities, and do not give scope for the excuses, "I did not know that was expected of me," or, "I did not know that was my work." Hold each man responsible for a certain portion of work, and if he fails to perform it require his explanation. By inculcating the doctrine of individual responsibility, each man finds out where the line is drawn, and for what he is responsible, and what responsibility rests on his neighbour. *This puts every man on his metal, and enables you clearly to make some one amenable when wrong has been done.* Almost every man will try to show that he has not done wrong, or will plead extenuating circumstances. Without this definite and individual responsibility, faults and shortcomings can seldom be saddled on any, as each man endeavours to shift it from his own shoulders to those of his neighbours. In this way no one can be convicted of wrong, and when men find that conviction does not follow a fault, they are frequently careless whether they do right or wrong. Have the performance of every minor duty indisputably fixed upon some one; and then, in case of error, you can in a moment lay your hand on the faulty person. Were all undertakings strictly worked throughout on this principle there would be little room for shuffling and equivocating, as the black sheep would be brought to view promptly and at once.

Apportion work as equally as you can. Make those who get the most pay bear the burden of the day. If they cannot, they are unfit to occupy the position for which the increased pay is given. It is unfair to juniors to tax their willingness and make them do more than they are paid for, when another man, getting a higher salary, is lazy and artful, or perhaps incapable of performing the amount of work due from him. On many lines, from the system of patronage which prevails, incapable men are forced upon agents at the salaries of capable men. This is one of the abuses that in time must be rooted out. It has been narrated to me that on one occasion a director, having taken his turn to make an appointment, ordered a gentleman's footman to a goods manager's office as a clerk. The ex-footman made his appearance, but the first day was quite sufficient for him: the poor fellow

had sense enough (which was more than could be said of his patron) to see that he was out of his element. On the second day he did not appear, and it is to be hoped that he went straight back to the taking care of his silver, and to resume his courtship of the cook. There are many duties on a railway that any man of common sense can quickly learn to fulfil, but unfortunately men are constantly installed in and promoted to wrong places, in consequence of those in authority not being thoroughly acquainted with the characters of their men. They judge them from a few occurrences, and it is quite a matter of chance whether these are favourable or unfavourable, for the colouring of facts may give matters either of these appearances. A quaint old philosopher says, that when the world was made, there were two kinds of people formed, square people and round people, as well as two kinds of holes, square holes and round holes; and that the confusion which exists results from the square people having got into round holes, and the round people into square holes.

A staff is put at the disposal of an agent, and he must make the best he can of it. It is but fair that the work should be apportioned as equally as possible, in accordance with the rule that the man getting most money has the most work to do, and the greatest amount of responsibility. If an agent unfairly apportions work, he calls forth the dissatisfaction of those unjustly treated. He also damps the ardour of a willing spirit by this unfairness. A willing man may always be kept so by letting him feel he could do a little more: but if you overpower him, and that unjustly, his disposition is soured, and he ceases to think that the most deserving are rewarded. He is converted into a "dodger," or one who will get out of doing everything he can. This class of men are the pests of agents, for they always have a lie ready to cover the fault which their cunning frequently makes it difficult to bring home to them. Let men know that those who do the most work, other things being equal, stand first for progression, and that it is their wisest plan to endeavour to keep themselves first. When changes take place offering promotion, endeavour to deal fairly by all that are deserving, as well as to make the change operate in the best way for the company's interests. Those who have the first call upon you are the hands that have been the most willing—evinced the best capacity—been most regular and well conducted. Length of service speaks for little, unless accompanied by the traits above-mentioned. Where two men are equal in their traits and

conduct, then the oldest servant should have the preference. Make the most of a vacancy by improving the position and salaries of as many deserving men as possible, but do not put men to duties which you think they are unable to learn to perform. Rewards to those who strive for them are incentives to renewed action. A man striving for reward, and undeniably deserving it, if he does not obtain it, is dissatisfied, and with reason. Encourage men to hope for preferment, provided you give them an opportunity of realising it when the proper time comes. But do not deceive a man by encouraging him to hope for certain things, when you either cannot or do not intend to attempt to realise such hopes. As a hopeful man, however, is apt to interpret such encouraging language (except when expressed in very general terms) as an actual promise, if you are not careful you may oftentimes be accused of a breach of faith. In a general sense, then, bid every man hope, but do not verge on to promises. If you disappoint a man the chances are that he ceases to respect you, and it naturally follows that you gain his silent ill-will, and only a dogged performance of his work, while at the same time he is very likely to imbue others with a dissatisfied feeling. As a man and superior officer, you should possess the goodwill of every one around you, which you may easily do if you act as a man, and are fair and just. Do not promote a man because he has been an old friend, to the detriment of one who has stronger claims upon the service. Treat all alike and have no favourite, for favouritism opens the door for gossip, and admits of justifiable complaints and grumbling.

It is better not to have a relation directly under you, because few men can officially treat fairly both a relative and a stranger: more consideration will naturally be shown to one than the other; hence jealousy and envy are spread amongst your men, and discipline is not kept up. The characters of railway clerks have been seriously impaired in many cases from the fact that their tempers have been soured by a continual disregard of their hopes and strivings.

When men have to direct others under you, uphold them in their position. They are little masters under you, and therefore are entitled to a distinction of treatment. If you treat a foreman and a porter in the same way, you put them on a par with each other: how, then, can you expect one to pay heed to the instructions of the other? The foreman feels himself lowered, and the porter notices and presumes upon this. Uphold one

who directs under you just as you expect your manager to uphold you with your staff. To a great extent it rests with you to draw the distinctions, and to maintain them. Do not uphold your deputy when he is wrong, but censure him as you would any other; but in most cases privately. If he has wronged a man, make the best of: tell the man what has been done was contrary to your wishes, and that you have spoken to ———, (your deputy,) and requested that the like shall not occur again. In some cases it is best to have men face to face, and then and there convict the faulty one and reprimand him, whether he be clerk, foreman, or porter; but this depends greatly upon the character of the offence, the circumstances, the men concerned, and the station. When a deputy cannot carry control, he fails to fulfil the duties of his position; and if, after a fair trial, you see that he cannot take the lead, the sooner he is removed from his wrong place, and descends to be led, the better.

An agent at a station of any importance should have a good second in the person of a chief clerk: a man having a practical knowledge of the whole of the business, and while perhaps doing a correspondent or a ledger and balancing clerk's work, acting in reality as assistant agent. In fact, it is to be regretted that there is not a special grade established of "chief station clerks," who would be like supernumerary agents. A man should have acted as a chief station clerk for a certain time before he obtains an agency with a goods traffic. All stations do not require a man of this class, as the agent, if up to his work, is sufficient; but some stations do, and it is a very difficult thing to find suitable men to fill the post, because it is not held up as a position for which men may aspire to qualify themselves.

Some agents are fond of complaining, and writing to their manager about trifling offences committed by their men in the shape of errors or irregularities. This, with a reflecting manager, tells to the disadvantage of an agent, as it implies that *he cannot manage his staff*. It should be a rule adopted by you, and understood by your men, that you never report a man until you intend to have him discharged; and this of course you will not attempt unless there is no other resource. When you do report a man, have such a case to make out as will insure his dismissal. It is best instantly to suspend such a man, and send him off the station. Nothing helps you to hold the helm with force more than quick, decided punishment inflicted on wrong doers. The suddenness of this retribution terrifies the waverers

who are indolent and would like to overturn discipline, because its restrictions are too galling for them. Never appeal to your manager if you can do anything else, and always lay before him a clear case. Reporting trivial offences is foolish, because you trouble your manager, and ask him to correct trifles which it is your own province to put right. In consequence of such reports your manager, perhaps from a misconception of the case, or perhaps with a view to keep up discipline, may instruct you to discharge a man for a trifling fault, when the man really does not deserve it. You may thus bring upon yourself the performance of an unjust action towards your subordinate, or you may in a measure have to contradict your report and palliate your man's conduct. Thus you are placed in a dilemma, from not having yourself dealt with that which was clearly within your own jurisdiction. If the man is discharged you incur the odium of having done a bad action, and if you excuse the man to your manager, you appear in the eyes of the latter to have acted a somewhat foolish part. Men can generally be restrained by talking to them; pointing out how their interests are promoted by doing right; as well as by holding up to view in stern language the consequences of their doing wrong. Ask a man if he likes the business? if he wishes to get promoted; and to have his salary increased? and show him by what kind of actions he neglects doing that which is most likely to realise his wishes. The great secret in working a station is the proper management of your men. To command, depends upon natural ability,—education, and upon the way you carry yourself.

Fines, except with single men who have only themselves to support, are bad; as most men will take care not to be deprived of anything individually, and, therefore, their wives and children will be the ones to feel the punishment. There is no punishment so effective as extra work without pay, or the infliction of some dirty, disagreeable work for a few days. Extra work, after hours, is a sore punishment to most men, because it curbs their freedom, and prevents them going home when the other men do. It impresses them far more than a fine. About a large station there is always some kind of work that is particularly heavy, and disliked: set evil doers about work like this for a punishment, and if they won't submit to it get rid of them.

When a porter has got drunk on duty for the first time, and the case is not a very bad one, suspend him for one or two days, and put a man on in

his place. If he desires to keep his berth he will seek forgiveness; but do not grant this at first. Let him journey up to the station twice a-day, and send him away with the reply that you will take time to consider whether or not you will report him. After having kept him in a state of suspense for a day or two, if on the whole he has been a good man, express a disposition to yield forgiveness on his faithfully promising never to get drunk on duty again. The only difficulty then is, the payment of the extra man, which you cannot settle without explaining, at head quarters, the reason for his having been put on. If the delinquent offers to pay the extra man, the matter is settled. This expense, together with the anxiety of mind involved, is sufficient to punish men for the first and second offence. In many cases men may be stopped from giving way to their drunken fits after the first time. If a man disregards these cautions twice, and persists in getting drunk, report him, mentioning his previous offences, and obtain his dismissal.

It is one of the greatest failings of which an agent can be guilty to make free with any member of his staff. He should keep each at arm's length, and never descend from his position of the chief of the department. Where he mixes with his staff familiarly, or has idle talk with them, he puts himself on an equal footing, and his control is liable to be lost.

To uphold discipline and keep your men right, you must keep yourself exclusive, so that your men may feel you are their commander, and demand that respect and obedience which is evinced by the regular performance of their duties. Do not be "stuck up," or pompous, but keep your position. Familiarities, if permitted, lessen an agent's control. If you clap a clerk on the shoulder and take him out of the office to get a glass of ale together, you become boon companions, and you cannot expect that man afterwards to take much notice of you if you censure him for allowing his work to go behind, or for doing wrong.

Although officially above, it must be remembered that you may not be a better man than all of those under you, some of whom may be far superior to you in knowledge and education. You may learn much from them if you go the right way to draw it forth, and without lowering your position by doing so. It requires tact to elicit and acquire facts. Do not domineer over, or treat arbitrarily, those who are placed under you. You do not like it from your superiors: therefore do as you would be done by.

Some men's natural abilities, combined with the advantage taken of favourable circumstances, have raised them to positions above many of their fellows; or perhaps particular abilities enable a man to excel in the calling he has chosen or fallen into. In either case a man is not warranted in being oppressive towards those officially under him, who may be less gifted or less fortunate. When a man of nervous, anxious temperament, and desiring to carry things on correctly, has to deal with stupid people, he is often very much provoked, yet reasonable forbearance is due towards them, and it is not considerate or right to swear at or upbraid them. Agents who swear at their men lower themselves, and manifest a great disregard for the feelings of others. How, for instance, would they relish their goods manager swearing at them? It often happens, however, that men who are most sensitive of the treatment they themselves receive, and of their own independence, are the least considerate of the feelings of their fellows.

Make the best you can of the men appointed under you to perform the work. You cannot expect to get all good hands; therefore trust more to your checks and your own exertions to keep them right than to their individual qualifications. It is a far greater test of ability to work well with indifferent men than with those of superior qualifications. Make your men. Do not look for the aid of superior men to make you. Observe the gaps which the shortcomings of your men occasion, and put forward those you can depend upon to fill them up if you cannot do it yourself. It is a practice at some large stations to inculcate a system of espionage, and injurious competition, among the staff, so that each man is watching his neighbour and endeavouring to find out and publish his deficiencies. This practice sets every one by the ears, gives rise to petty bickerings amongst all your men, and is wrong in principle. It leads to the formation of cliques and parties among railway employées, which have a very pernicious tendency. Everything should be done to unite a staff and infuse among your men a spirit of mutual co-operation. Bind them together in friendly bonds, and endeavour to unite them together for pleasure and amusements, say cricket, quoiting, or chess clubs, or in reading and discussion societies. Do not let them be continually trying to detect each other in fault, and to trip each other up from interested motives or revengeful feelings. A man who depreciates his neighbour raises an evil spirit,—lays himself open to be depreciated, and causes his neighbour to watch for an opportunity of retaliation.

If you cannot speak well of a man hold your peace, unless peculiar circumstances command you to speak. Do not gossip of another's shortcomings: you are not gratified when any one gossips of yours. Where one clerk's duties are interfered with by the non-performance of duty by another, the first man, by taking no notice, neglects both his employers' interests and his own. Self-protection calls for an exposition of the matter. Where right and truth are at stake, error and guilt should be brought forward, irrespective of making friends or foes. Therefore, with proper discretion, "show errors up."

Fix and have understood the hours each man, or set of men, are to work; when they are to go to their meals, and when to return. Require them to be regular in their attendance, and when absent from illness to send word. It is well to have a time book for noting the commencement of each man's work in a morning, and its termination at night. This plan offers to a clerk or porter who wishes to work hard an opportunity of showing how well he has sustained his exertions. It is also a check upon "shufflers," and shows with what amount of continuance their work has been carried on. Time books generally are either carried out to too great an extent, or never properly kept up. Where you grudge men twenty minutes or half an hour, depend upon it they will grudge to give that time extra if you want it. Give and take. A liberal policy must be carried out with a time book. It must be put in force as a *record of valuable service*, not as a check to prevent a man monopolising ten minutes of the company's time. Where a man makes a *daily habit* of abstracting an hour or more from the time he should work he requires checking, especially if his work is neglected and not done in time. A responsible clerk should keep the book on his desk, and as a general thing see that each man enters his name and the exact time he commences and leaves work.

Few agents commence the labours of the day regularly with their porters at six or seven in the morning. It is very important, therefore, a check should be established to insure your men commencing at the appointed time; and it is well to meet them in a morning now and then when they least expect you. If an hour is lost in unloading trucks in a morning, the goods are not delivered as early as they might be. Hurry and confusion are the consequence, and your men are constantly driving to do the work in less time. The necessity for more power often results from not commencing the

and successfully, you must do so "with an iron hand covered with a kid glove," meaning that you must cover a strong will with tact and politeness. It is partially true, inasmuch as it is desirable to combine a strong will with politeness and consideration, but the simile also expresses deception, which is hurtful. Let us have straightforward honesty; the strong will should only coerce evil and wrong, and then it needs no politeness to conceal. If you neglect discipline, one of the most important things, you fail to keep up the working system of the station, and if your system falls, disorder and disgrace follow. Your system can only be kept up by carefully watching it, and stopping anything that obtrudes to break it down. The thoughtlessness of men daily admits of something creeping in to break down established system: hence the necessity of checks, and of your actively watching contingencies which, by dealing with specially, are warded off, and your system kept intact. It is the neglect to meet these contingencies that causes the breakdown of regular system, and involves the agent in constant trouble and disorder.

A change of circumstances in detail calls for a change of system, and if an agent does not readily apply this altered system a general disturbance ensues. Discipline is restriction to a certain line of conduct. Discipline jars with human nature; therefore, discipline is constantly violated. This proves the necessity, if you wish to preserve discipline, of detecting and vigorously checking any violation. Carefully watch your men, and if they deviate from the beaten path, trip them up, and then let them have a fresh start. By doing this as a rule, your staff get to understand that nothing is gained by slipping but correction. This makes them more cautious, and if you will but let them move peacefully in the right path, they become sensible that, in following it, they obtain the most comfort. You allow habit to grow and draw them into the right course. Visit your men at all hours, and when they least expect you: be at their elbows ere they are aware; but never play the spy,—that is detestable. There is a great difference between watching your men narrowly and playing the spy on them. Watchmen especially should labour under the belief that you are a most uncertain being, and that, if they were to have a doze for five minutes, you might chance to come at that instant and catch them.

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In order to manage men successfully, discipline, or a prescribed line of conduct and action, is indispensable. There are many men, who have acquired a good knowledge of the accounts and working of a station, who cannot manage one for want of understanding how to enforce discipline. Such men, however, often make very good clerks, and under proper direction valuable ones; though when in charge they fail for want of discipline and consistency of conduct, as well as for want of some one to push them on.

There are certain leading courses of action, which, if an agent understands well, he may conduct a station with credit. Discipline is the principal. It must be kept up in working a station thoroughly, yet not tyrannically. It is partly by discipline that soldiers are moved into the jaws of death. What perfection, then, may be arrived at in regulating a station by similar, though modified, means. In one case, discipline is exercised to cause men immoveably to confront bodily danger; in the other, it is employed to obtain obedience in the performance of certain peaceable duties. Discipline

INSPECTION.—At a station where an agent has a number of clerks, and does not perform much of the actual detail work himself, inspection is a very important branch of his duty. Without it no knowledge can be gained of the manner in which the details are performed. Errors will, of course, show themselves at times, but there are very many of which an agent knows nothing unless he is a good inspector. It is in supervision and inspection that a man unacquainted with details is lost, because he has no knowledge of the "points;" whereas, an agent conversant with detail has no difficulty in this respect. The latter, if a good man, and knowing the results in the progress of the work, looks for them regularly, and in this way always keeps his staff on the move. Inspection has the effect of making every subordinate perform his duty, and unless you can do this, an agent is unable to perform his own. Systematic inspection and supervision are seldom carried out. Most agents trust to a subordinate fulfilling his duties, and if he fails they put him down as good for nothing, forgetting that he might be made good for something by strict supervision and a regular demand being made for the performance of his duty. In fact, agents should look after their staff if they work their station well, and it is this looking after that will now be dealt with under the head of inspection. The neglect of proper inspection runs through the railway system generally, and there are few lines that have a thorough system in this respect. It seems to result from a distaste for, and a disinclination to enter into, perplexing details. A certain result is required, but when an agent has no complete system of inspection, whereby he can at all times, and at all points, check the course of affairs, he is compelled to leave matters in a great measure to subordinates, and the desired result, of course, is not attained.

Observe at each station how different are the portions of the work which the agent performs. At one, he only answers a few important letters and generally looks round; at another, he lays out for himself too much work, confining himself to the desk like a junior clerk, and losing sight of the importance of inspection. It would be out of the question to apportion the entire amount of work or particular duties each agent should perform. He must be his own judge and taskmaster, and act according to circumstances. Above all things, however, he should never neglect looking after subordinates, or grief will surely be the result.

When an agent takes charge of a station, he generally makes many

alterations, and goes to work with the full intent to carry on all things very perfectly,—to reorganize, improve, and to surpass his predecessors. Old plans are knocked on the head and new ones inaugurated, frequently before sufficient knowledge has been gained of the peculiarities to be dealt with. This is unadvisable. Before commencing new plans, satisfy yourself whether those in use are of any good or not, which can be determined by learning the end which they gain, and the necessity for that end. Consider well, before knocking down a system which perhaps your predecessor laboured hard to build. Systems and plans are, like houses, far sooner knocked down than erected. Not that it is advisable to procrastinate where you clearly see that a plan is useless, as in that case at once effectually do away with it; but an agent should not be rash. It is unfortunate where an agent considers that he knows everything, and that his predecessor was an ignoramus: remember that conceited people frequently fall from high places, much to the satisfaction of those whom they tumble over. After an agent has been for some time at a station, and has got into its ways and peculiarities, many of his resolves to do this and do that will have passed from his mind. Thus the threads of his intended system for improvement will have dropped and become lost; for it is a hundred to one that he can view matters with such a detecting and improving glance six or twelve months after he took charge as he could during the first few months, because then his mind was strung to reform and amend. Such is habit, and every day routine. A great number of men live upon the fixed ideas of everyday life, and are only susceptible of new or original ideas when forced upon them by change of scene or circumstances, and the conversation of their fellows. This imperfection should not be lost sight of, but obviated by committing good plans and arrangements to paper. As the mind is not always bent to manufacture ideas when it is operated upon by favourable circumstances, take care that nothing is lost. It is stated that an ironmaster of Stourbridge, now deceased, if he thought of anything when in bed at night, would jump up, light a candle, and commit it to paper. How ardent and concentrated must be a man's ideas on business to do this! He throws his whole soul and energy into his exertions, and puts to use every thought he can extract from his much-taxed brain. With men like this, failure is out of the question; they are always ready with a bold front for the fight; and temporary checks only sharpen their perseverance. We have not many men of this

stamp among railway subordinates: poor pay, excessive work, favouritism, patronage, and censure crush them ere this spirit has time to grow and take root.

It is recommended for an agent to mark down from time to time as the thought strikes him, (especially when taking charge of a station,) such little matters as he desires to incorporate into the system and working of his station. When errors occur root out the cause, and apply such a remedy as will prevent a recurrence, except from oversight, Fix a day once in every month, and inspect your station as if you were a perfect stranger, and unacquainted with everything. The notes you have made will remind you to examine into the particular matters they refer to, and see if they have been regularly performed. At a large station where an agent does not come into contact with many of his staff, inspection is imperative, as without it shortcomings of men are not looked after, or perhaps thoroughly known, until they are confirmed in loose ways. A monthly inspection is the terror of careless clerks, and such men are only to be kept right by constantly keeping them up to their work. It is unfortunate, when an agent has not sufficient knowledge of the intricacies of his business for him to be an inspector; as he is generally unable to discriminate between right and wrong, and cannot correct with ability and confidence. In learning, on the other hand, an agent is apt in a great measure to lose respect and caste with his staff. Subordinates will overlook and lose sight of many faults in a superior, provided he shows them that he intimately knows the business and their work; but if they see that he does not, many covertly sneer and laugh at him. The consequence is that his errors breed dissatisfaction from the highest to the lowest. A serious wrong is done both to the public and to subordinates when an incapable man is appointed to a responsible office.

As a guide, you have a few general notes for an inspection sheet. Take each man's work in rotation, and pick out from the following what refers to each, and enter it on a page of your inspection sheet, headed with his name. As you glance over the month's work, remark whether, on the whole, each little matter has been properly carried out. Have with you at the time several months previous inspection sheets, and if a man has regularly neglected performing the duties to which you have called his attention, lecture him. You must not expect the following to comprise everything that you need, as each station has its peculiarities, which you must watch

for and deal with accordingly. Make a note in your inspection sheet to see that your orders have been regularly carried out. By choosing broad sheets of paper, one set of inspection sheets may be made to last six months and thus you will avoid the labour of writing the question every month.

INSPECTION SHEETS ——— STATION.

NOTES.	JANUARY, 186	FEBRUARY, 186
Are proper consignment notes obtained for all goods forwarded?	Yes.	
If not on sender's printed form, are they signed by, or for, the the sender?	Not always. Checker, receiving clerk, and invoice clerk cautioned.	
Is the date and time each consignment was received marked on it?	Not in all cases. Checker, receiving clerk, and invoice clerk cautioned.	
Are outward goods weighed, or averaged, fairly, and weight marked on the note?	No. Weigher and all through whose hands the note passes cautioned.	
Does the checker initial the notes, and put his check against the number of packages?	Yes.	
Does the loader record the num- of articles put in each truck for the invoice clerk to check with the number invoiced?	No. The loader's card is not always pinned to the consignment notes, nor checked and initialed by invoice clerk.	
Are consignment notes, when invoiced pro. numbered and kept in order for reference?	Not daily made up. Some lost. Lad reprimanded.	

NOTES.	JANUARY, 186	FEBRUARY, 186
Are the invoices readable, and consignees' street residences given, also route forward from station invoiced to?	Several omissions pointed out to ——, invoice clerk.	
Has the invoice clerk initialed the rate authorities, registered them, and seen they are put in progressive order?	Several authorities not gummed in skeleton.	
Have invoices for outward trucks regularly gone with them? What proof? Guard's receipt held? Invoices nailed to trucks?	Repeated complaints of trucks without invoice. Invoice clerk remonstrated with.	
Is the arrival of invoices timed?	Yes.	
Are they regularly pro. numbered on arrival?	No. Two or three days' numbered together.	
Do the number of packages on each invoice appear to have been checked with the goods, and initialed?	Not initialed in all cases.	
Is the weight of tea, spirits, &c. noted, and sending station and last transhipping station advised of discrepancies?	In many cases the goods evidently have not been weighed, as the invoice bears no record.	
Are consignees of not-carted goods duly advised of arrival?	Yes. Advices bear the same date as invoice arrived.	
Are the advices entered up in the record or postage book, and is the messenger able to swear that those entered were posted?	Yes.	
Are goods delivered without the carriage?	Items outstanding and goods not on hand. delivery clerk 40s. Dr.	
Are the received invoices preserved in pro. order, to facilitate reference?	Two weeks not put up. Harris at fault.	

NOTES.	JANUARY, 186	FEBRUARY, 186
Are proper receipts held for all goods, &c., delivered, and the date and time of delivery noted?	Very many omissions. Gave Williams a reprimand.	
Are the rates, extensions, and additions of forwarded and received moneys checked?	The invoices bear no checks to prove this. Roberts cautioned.	
Are they initialed in proof?	No.	
Are stations advised of under or over charges and errors, and a mark made on invoice to show?	Yes. There are many cases where the remark "advd.10/8/61" is observable.	
Are the debits in the received and forwarded invoices extended daily to porters and posted column, and the total of the debit and undercharges made to agree with the porters' posted and overcharges?	Seems to have been generally done, except during the last few days.	
Do the dates on letters received, and the dates of the replies, prove that the correspondence is promptly answered?	No. Correspondent clerk cautioned.	
Are letters or memoranda put in order daily and made easy of reference?	No. Office boy lectured.	
Are the truck numbers in waggon-book daily checked with the numbers on invoices, and trucks without invoice and invoice without trucks reported?	Yes. Well done.	
Is the cash book regularly entered up each day, and every morning the preceding day's cash remitted?	Yes.	

NOTES.	JANUARY, 186	FEBRUARY, 186
Are the items in the porters' settling book periodically checked with the items on the invoices?	Yes. Weekly.	
Do the totals in the balance-sheet agree with those in the books? (See remarks on ledger and balancing.)	Yes. Genuine balance sent to audit.	
Is the balance in the cash book represented by cash, or can it be explained?	No cash balance exists.	
Are the cashier's receipts daily entered on credit side of cash book and preserved?	No. Cashier's receipts are not looked after, the cash is credited when made up.	
Do the clerks or carters who receive cash daily pay it over?	Yes.	
Is a proper record kept of all the items deducted from ledger accounts, and are attempts made to clear them?	Yes. Disputed rates in correspondence: total of amounts in abeyance £20.	
What ledger accounts due are uncollected? What do they amount to?	Jones, £20; Roberts, £50—£70. Reported to accountant.	
Are the books and papers which are out of use, and the offices generally, tidy?	No. James and Brown cautioned for being slovenly.	
Is each man's stock of stationery in order?	Yes.	
Is the stamp book written up to date?		
Are the carting agents' weights daily entered up?		

NOTES.	JANUARY, 186	FEBRUARY, 186
Are the following books legibly written up to date, and cleanly kept?		
Cash book,		
Ledger,		
Abstract,	Week behind.	
Porters' settling,	Up to date.	
Balance sheet,	Do.	
Porters' outstanding,	Do.	
Paid on,	Five days' behind.	
Waggon,	Up to date.	
No. takers',	Do. dirty.	
Invoice pro No.	Do.	
Warehouse,	Do.	
Delivery,	Do.	
Tranship,	Do.	
Rate,	Do.	
Checker's report of errors and damages,	Do.	
Arrival and departure trains.	Do.	
Letter Register.	Do.	

OUTWARD GOODS: RECEIVING.—Railway companies, as common carriers, undertake to convey merchandize to and from various points, for a pecuniary consideration. As public servants, they are bound to accept and carry all goods tendered, except in special cases, where laws have been made to protect the carrier, viz., from carrying commodities liable to originate fire, &c. Goods badly packed a carrier can refuse, as, from this cause, they may unavoidably receive injury, or may injure other goods stored with them. Accepting goods and consignments without remark constitutes an undertaking to deliver them in good condition, in accordance with the consignment or declaration. The consignment, or, if there be none given, the direction on the goods constitutes the instructions, which the carrier, by accepting, agrees to carry out. Great caution, therefore, should be observed in receiving goods and consignments, and the receiving clerk, checker, carter, or person who receives goods should have clear written instructions for his guidance :—

(1) To see, as far as practicable from inspection, and from sender's description, that the class of goods tendered can be carried without injury to other goods.

(2) To see that all goods are accompanied with consignments or directions which do not make the company responsible for a contract to deliver beyond where its means or arrangements admit, viz., beyond the carted limits of a railway station—on board a ship—to a station on a line with which no arrangements are in operation, or to any point where you have no rates. In cases of difficulty get sender or his representative to remark on consignment or direction, "By ——— Railway Company to ——— Station," the station named being one to which you are accustomed to send goods. A consignment so worded holds the receiving company harmless after delivery to the point named : hence it is well to have consignment notes printed with this insertion. It facilitates an invoice clerk's work to copy from consignment notes of the same printed form; therefore furnish regular senders with supplies of the company's printed consignment notes.

(3) To see that goods bear every appearance of good and dry condition, and that the contents do not rattle so as to indicate a breakage.

(5) To see that the consignment note agrees with the direction or mark and number.

(6) To see that the goods have the appearance of being sufficiently well

packed or protected as to preserve them from injury under ordinary circumstances.

(7) To see that no special contract is embodied in the consignment note to limit the time for delivery to consignee, or otherwise to increase the ordinary responsibility. It sometimes occurs that senders make a remark on consignment notes that the goods must be delivered by a certain time; and in these cases it is well to apprise senders, by first post, that the goods have been despatched and everything done to hasten delivery; but that you cannot guarantee delivery in the specified time. When consignment notes are indefinite and imperfect do not accept them or the goods until altered by sender or his authorized representative. When refusing goods it is best not to have them unloaded from sender's cart. If such has been done, and a proper consignment be not forwarded to you during the day, advise the sender, by letter, that the goods remain at his risk waiting instructions.

Goods that are broken or damaged so as to become useless, such as castings, &c., refuse. You are only likely to have these tendered by other carriers, and if you accept them, the chances are, you will get nothing for the carriage, and involve yourself in a great deal of trouble in becoming the medium of complaints from the receiving stations. Let the faulty and responsible carrier arrange directly with the owner of the goods for the damage. When carriers or railway companies tender to you goods only slightly damaged, you of course receive them, giving a signature in accordance with the circumstances.

Consignments which disagree with the directions or marks on the goods, and lead you to suppose that there is an error, should not be accepted. If, however, they have been accepted, the goods should not be passed forward until both are made to agree by sender. Particular care is necessary where goods are only marked and numbered. A bale of Manchester goods was on one occasion sent to South America from Liverpool in error, the warehouse clerk having delivered to the shipping broker's carter a bale marked L F, instead of one marked L E.

Refuse goods that are improperly packed, or insufficiently protected, as it is questionable whether you are not responsible for any damage occurring in consequence, if such imperfect packing was observable at the time of delivery. A judge might ask, and with reason, why you undertook to carry the goods, if they were in the first instance improperly packed.

In cases where goods are directed "carriage paid," and the carriage is not paid, cause the sender to alter the direction. If you have omitted to observe this at the time of delivery, and the sender is gone, you had better cross out the remark yourself.

Obtain a consignment with all goods, showing consignee's and sender's full address: that is, the name and number of street, also declaring the description, *contents*, and weight of the goods. When senders do not send this declaration, hand the person delivering the goods a printed consignment note form to fill up, and sign, on sender's behalf. If he cannot write, fill up the form, and read it over before handing it to him, but be sure and *get his signature or cross witnessed.*

When goods are sent in packages which are declared as empty, and such declaration proves to be false, the sender is legally liable to a fine of £10, in addition to paying the proper carriage on the goods.—(See 8 and 9 Vic., cap. 33, sec. 91 and 92.) When goods are put into packages which are declared as empty, the fraud can generally be detected by the weight, or by the rattling of the goods. A carrier has a right to open all packages declared as empty, if he suspects they contain goods.

Any person sending aquafortis, oil of vitriol, gunpowder, lucifer matches, or other dangerous combustibles, and smuggling them through without in any way declaring the contents, is subject to a penalty of £20.—(See 8 and 9 Vic., cap. 33, sec. 107. Also see clearing-house classification book for the conditions upon which goods managers have agreed to carry this class of goods.)*

GIVING RECEIPTS.—When giving sender a written receipt for goods, the foregoing should be borne in mind. If sender's "back note" is signed, be sure it is *dated correctly*, and, as mentioned before, contains or

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* PUBLIC NOTICE AS TO TRAFFIC.—1. That the company shall not be responsible for the loss of, or injury to, any goods or articles put into returned wrappers, boxes, packages, cases, or baskets, delivered or received as "empties."

2. Nor for the non-delivery or mis-delivery of parcels or packages of any kind, improperly or insufficiently directed; nor for the loss of, or injury to, goods mis-described or improperly packed, or so packed that the breakage or leakage of one or more of the articles would be likely to injure the rest; nor for loss by leakage occasioned by bad or imperfect casks or cooperage; nor for loss, waste, or damage by fermentation:

implies no special contract out of the usual course. It is preferable in all cases to fill up a printed form of receipt, bearing the printed conditions upon which the company carries goods, and specifying "Per —— Railway to —— Station, and thence forwarded." The best form of printed receipt is, or was, in use on the North British Railway. It is a counterpart book; and therefore in cases of dispute you can see whether a receipt has been

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3. Nor for the loss of, or injury to, any goods, packages, or parcels *left till called for*, or deliverable to order, or warehoused, for the accommodation of any of the parties interested therein, unless such loss or damage shall be shown to have happened by the default or negligence of the company and its servants:

4. Nor for the loss of, or injury to, any of the articles specified and enumerated in the Act 1 Wm. IV., c. 68, commonly called the Carriers' Act, and in the notice posted up in the company's receiving offices, under the provisions of the 2nd section of the said Act, unless declared and insured according to the rates set forth in such notice:

5. Nor for the loss of, or injury to, any marbles, musical instruments, furniture, toys, or any other articles which, from their brittleness, fragility, delicacy, or liability to ignition, are more than ordinarily hazardous, *unless declared and insured according to their value.*

6. The company will (*under conditions as agreed to at the goods managers' meeting of the 18th September*, 1856—*see goods classification*) receive for carriage—gunpowder, aquafortis, oil of vitroil, spirits of salt, corrosive acids, lucifer or congreve matches, and other highly combustible, corrosive, or inflammable articles.

7. Senders of other articles, more than ordinarily dangerous, will be held liable for all damage thereto, or occasioned thereby, unless the contents of the packages wherein they are packed are legibly declared upon the direction or address.

8. Fruit, fish, meat, poultry, game, and any other perishable articles, not taken away, or not paid for within *six hours after arrival*, if directed to be kept till called for, or to the like effect, or not directed at all, or directed to a place not known by the company's agents or servants, or refused by the person, or at the place to whom or where directed, may be forthwith sold, without any notice to the sender or consignee, for the benefit of all concerned, by auction or otherwise; and payment or tender of the net proceeds of any such sale, after deduction of freight, charges, and expenses shall be accepted as equivalent to delivery; and the company will not be responsible for any damage to any such articles on the ground of loss of market, provided the same be delivered within a reasonable time after the arrival thereof at the station from whence delivery is made.

9. All goods will be considered as delivered (if not carted out by the company) on notice of arrival to the consignee, and if carted out by the company, when unloaded at the door of the consignee's abode or place of business, as the case may be.

10. All empties not taken away within one month after arrival, will be sold to defray expenses.

given, and to what extent its wording or conditions are binding. Without this you are in a great measure in the dark, as the chances are that a man may refuse to produce the receipt, or "back note," which he holds, except in court.

In giving a receipt, it is best to write both the date and time of the day in case of disputes as to the time occupied in transportation. If the goods are otherwise than in good condition, the receipt given should state this, as the law considers them to have been delivered in good condition, unless the contrary is remarked.

As a rule, do not give receipts after the goods are forwarded. If people require receipts, they should obtain them at the time of delivery. When forwarding portions of large lots, the senders should furnish a slip note with every load, and obtain signatures thereon.

CARTING GOODS.—The foregoing remarks on receiving goods refer to either receiving them at the goods shed by the company's servants, or by a carting agent, from sender's door. The railway company is legally responsible in both cases: the difference being that when their own servants commit errors the company have to bear the loss, but when the carting agent's servants commit them he is responsible. Hence the rules concerning the receipt of goods must be carried out by the carting agent in receiving goods from the public, and by the company in receiving goods from their carting agent. This calls for a defined written understanding between the station agent and the carting agent, so that the latter shall not receive goods from the public except upon his own responsibility, unless he receives them upon the conditions the company have laid down. It therefore behoves a carting agent only to receive goods on the same conditions from the public as the company will receive goods from him.

Although a carting agent makes his own arrangements for the delivery and collection of goods, the interference of the station agent is often very necessary, as the two interests are not so combined as to be entirely one and the same. A station agent should exercise the same supervision over the performance of the carting as over any other work. Fix a time with the carting agent for commencing the delivery in the morning, and a time in the afternoon or evening up to which all goods that are unloaded shall be delivered on that day. Give the delivery clerk written instructions to

report daily all goods not cleared. Arrange a time also after which no more goods will be accepted to be forwarded the same night. If cartloads are brought in after that time, let them remain loaded till the morning when you accept them. Require a consignment note with goods, and if the carting agent does not obtain one, refuse the goods until he makes one out. Circumstances at times may of course cause a slight variation of these rules.

At some stations collection sheets are in use, and in such cases are rendered by the carting agent who retains the original consignments. These collection sheets have advantages and disadvantages. Being uniform entries, and the constituent parts of the consignments condensed on one sheet, goods can be checked more quickly from the drays by the aid of these sheets than when a checker has one or two dozen small notes, which he has to read over to arrive at the points of the consignment. But against this we have (1) the goods forwarded on a *copy* of sender's consignment, which copy may contain errors; and although the carting agent would be responsible for them, yet such errors would occasion annoyance to the public. (2.) The company have no check upon the responsibility they have incurred through their carting agent accepting consignments, and until perhaps it is too late to rectify an error without loss. (3.) In loading into trucks, invoice clerks and checkers cannot clear as they go, and the collection sheets have to be handed backwards and forwards at a loss of time, until the men get off the particulars of the goods for the trucks or districts to which they are loading.

Upon the whole, therefore, collection sheets, except under certain circumstances, are not to be recommended, for in using them correctness is apt to be sacrificed to gain a slight advantage in time. If that slight advantage should be indispensable and an agent must work with collection sheets, he should demand to have the *original consignment notes* as well, and should every morning, or, which is better, every night, before the invoices are copied, check these original consignments with the entries in the invoice. Give the carting agent a tissue copy of his own collection sheet for a record.

The arrangement with carting agents is generally for so much per ton in the case of general goods, perhaps 3s. 6d., and so much per ton for "excepted goods," (those that are heavy and bulky,) perhaps 2s. 6d. Smalls are counted as 1 cwt. each, and the weights are taken from the invoice. The checker should mark on all the consignment notes the carting agent's initials if he carts the goods, and the invoice clerk should do the same on

the invoices. But if the greater portion of the goods are carted, presume all to be carted, and only mark the consignment notes when the carting agent has not performed cartage. With inwards traffic the reference to the delivery book on the invoices will tell if the carting agent is entitled to cartage. These checks are very necessary, as occasionally the consciences of carting agents and their servants are so elastic, that they will get every pound weight of goods they can into their books, it being quite immaterial to them whether they have performed the cartage or not.

For delivery, sheets far surpass the old system of delivery books, and for these reasons:—(1.) If a book is lost by a carter, not only the signatures for the goods delivered that day, but also many hundreds of other signatures are gone. (2.) Books, from the constant rough wear day after day, come to pieces, and the leaves get lost. (3.) The amounts in the delivery books or sheets paid by consignees should be checked the following day with the amounts on the invoices, so that errors in money, *underpaid* or overpaid from incorrect entry in the delivery books or sheets, may be *at once* rectified. With delivery books this cannot be conveniently done, as they are constantly out, and in one or other of the offices. (4.) From books being constantly out with the carters and in carting agents' hands, they cannot be obtained for reference when wanted, and you have to wait for them. With sheets these objections do not occur; each carter has one or two sheets during the day; and at night he delivers them in with his cash. The carting agent can take a tissue copy for his record. Next morning the entries and accounts can be checked with those on the invoices, and errors *at once* found out and rectified. The same man who checks them also sees that proper signatures are obtained, and if so, the sheets are then tied up, or gummed into a skeleton, and *are available for reference at any moment.*

It is a wise precaution to obtain the carters' initials on the delivery sheets or books for the goods when he takes each load. If this is not done and a carter steals a package, or damages goods in delivering, you are perhaps unable to prove culpability on his part, as he is very likely to deny being guilty, and there is nothing to depend upon but the recollection of the man delivering the goods to his cart. It is well also for your checker to initial the collection sheets, as an acknowledgment of receiving the outward goods from the carters. The beginning and ending of responsibility is important. If collection sheets are not in use, give the carting agent a receipt in

some other form. He may perhaps enter the consignment notes into a delivery or record book before passing them to you: if so, the entries in that book might be initialed. Do not agree to any system entailing unnecessary work with regard to the giving or receiving of signatures. All signatures should be given at *the time of delivery or receipt.*

There are various arrangements for delivering inwards goods to the carters. In some cases the carting agent has a man on the platform, and as soon as goods come in, carriage notes are handed to this man, who, after he has checked them with the goods, signs for the notes. It is understood that the responsibility of the carting agent then commences. This most certainly is the best arrangement for the railway company. At some stations the town is laid out into districts, and a team or two set aside to each. The goods then, as they are checked with the invoices from the trucks, are divided into heaps for each district. The delivery clerk, checker, or person appointed sorts the carriage notes, and when an empty cart comes for a load he checks the goods by the notes into the cart. The carter's initials are then obtained on the delivery book or sheet, and he is despatched with goods, notes, and delivery book or sheet. The division of a town into districts saves time, because the delivery book or sheet can be entered up before the goods are unloaded, it being known exactly what each carter will take; whereas if the town is not divided into districts, the delivery books or sheets cannot be entered up until it is known what a carter takes, or in what direction his next journey lies. It is indispensable for a carting agent to have a foreman at the warehouse; as without one there is a constant squabbling with the carters as to what each shall take. This results in goods being delayed and not delivered in due course. Stipulate with the carting agent that his carts commence to collect and bring in outwards goods as early in the day as they can be got from the senders. You then get plenty of time to sort your outward goods.—(See loading.) By calling upon the principal traders, you may generally induce them, upon a representation of the facts of the case, to get their goods ready for despatching early.

TIMING THE ARRIVAL OF GOODS.—As soon as goods are received their arrival should be timed on the consignment notes, in a quick, legible manner in ink, viz., "7 a.m., 10/10/58." It is well always to mark this

on a particular part of the note, say the right hand corner. A checker neglecting this disregards his own safety, as he may be arraigned for omitting to forward goods on a certain day, when he is not to blame, because they were delivered too late, which, after a lapse of time, he is unable to prove, unless he times their arrival on the note as a record.

WEIGHING GOODS.—As a general rule weigh everything you receive, when practicable. The checker, or weigher, should mark the weight on the consignment notes, and where senders declare goods under the actual weight, advise them by letter of the discovery of the discrepancy. Many railway companies lose a great amount yearly through being cheated in weights, which would be prevented if care was used at the stations to re-weigh after sender's declaration. In the case of grain, flour, barrels of flour, bags of rice and sugar, &c., in quantities, the weight of each article varies very little : so, if the sacks or bags are about the same size, it is sufficient to weigh one or two, and get the average for the remainder.

Irrespective of the necessity of weighing to make a charge upon the goods, it is daily found important in detecting between what stations pilferings or deficiencies may have taken place. This being the case, make your men particular in weighing small packages of general goods, especially hampers, jars, and casks of wine or spirits, and tea and tobacco.

LOADING.—The time for loading your goods into trucks depends upon the time when the goods are received, and your trucks despatched. Generally, trucks are loaded the last thing at night to be transmitted during the night, and for the goods to be delivered next morning to consignee. But when you have sufficient goods to load trucks during the middle of the day, get them loaded and despatched by all means, as they will be off your hands and out of the way, and your work is so much advanced and lessened when it comes to the "push" at night. It is delightful when you can get your outward goods carted in during the day, and as they come, check, weigh and sort them into different heaps for different trucks and places. Supposing this to be the case, at the close of the day your checker has merely to take the consignment notes for each heap, (here is the

advantage of having separate notes for goods to each station,) and check the number of packages as they are placed on the truck. By this mode of working, mistakes in sending goods away should never occur, as the goods are twice checked, (1) from the cart to the platform, (2) from the heaps on the platform into the trucks. This entails extra labour, it may be admitted, but at the same time it saves claims for goods being wrongly sent and lost. At many stations the goods cannot be got in early enough to admit of this being carried out, and the programme, therefore, is changed.

The drays come in with the outward goods, perhaps, between five and eight, p.m. The warehouse is filled with empty trucks, and probably the platform is a narrow one, with no room to sort goods. The carter hands over the consignment notes, and the checker marks off the packages as they are unloaded and weighed. Now comes the point objected to. As soon as the goods are weighed the checker or weigher calls off the station to which the goods are to go; a porter picks the package up on his hand truck, and away he goes to put it into the waggon. Now, the conviction is, that in the hurry and confusion taking place in turning the goods over quickly, a porter frequently gets a misconception as to their destination, and wheels the package to the wrong truck. Knowing from practical experience that this is frequently the case, it is contended that the consignment note should not be checked to indicate the goods have been loaded, until *the person checking it sees the packages deposited on the truck.* If this rule were well carried out, it would greatly reduce the claims for goods lost and wrongly sent. If an agent will think over the matter for a moment, he will see that the man who checks the consignment to show that the goods have been loaded should actually see them put into the truck. Any carting or loading arrangement, or want of accommodation, that jars with this being done, requires alteration, as correctness should not be sacrificed for hurried dispatch.

A careful man should be chosen to stow the goods in the trucks; one who has some idea of packing; not a man who will put a heavy package on a light one so as to crush the latter, or neglect to scotch a cask so that it will shift and stand a chance of being staved during shunting. This loader should keep an account of the number of packages he loads, and when the load is completed enter on a card for the purpose the number of the truck and number of packages loaded. The card should then be pinned to the

consignment notes of goods in the particular trucks, and passed to the invoice clerk. When the invoice clerk adds up the number of packages on his invoice, that number should agree with the number on the card counted by the loader: if it does, the loader's note should then be initialed by the invoice clerk and preserved. If not, the invoice clerk, after proving his invoice correct from the notes, should have the truck unloaded, because something must have been wrongly loaded or left off. With furniture this plan cannot be carried out, neither is it of use when the error has been committed of two packages having been crossed in two trucks. Nevertheless, it is a plan that makes men careful, for, if they are not, they will constantly have the extra labour of partly unloading trucks to correct blunders.

In most warehouses there is a guage to regulate the height of truck loads. Where this is not the case have one put up, and caution your loaders against loading too high such goods as bags of wool, bales of cotton, pockets of hops, boilers, &c.

In loading station to station goods in full loads do not load them across your platform unless forced on account of weighing them, as it saves labour and time to load them in the yard from the cart to the truck. As a check upon the count when goods are loaded outside, it is best to have a loader's book. Let the checker enter this book up from the consignment note, giving the consignee's name, the destination of the truck, the marks, and every necessary particular, *except the number of packages.* Keep that from the loader, and leave it blank in his book. Give him the book and a couple of waggon labels made out, and tell him when he has counted and loaded the goods to put the labels on, and fill in his book the number of packages he has loaded, the truck and sheet number, and his name. The checker then compares the loader's account of the number of packages with the number on the consignment note, and any error is certain to be discovered at once. If everything is correct, the checker enters the truck number on the consignment note, and passes it forward to be invoiced.

There is a loss in handling station to station goods over the platform, as the terminal expense allowed by the clearing house for loading is only 1s. 6d. per ton, whereas upon carted goods it is 4s. When loading station to station goods is spoken of, it is meant more particularly counting the number of packages, as the rates generally do not include loading or unloading, owing to sender and consignee performing that service. The

loader merely counts the number of packages, and sees they are in good condition for the company's protection; but while he is doing this, he can as well assist as stand idle. Timber, boilers, and the like, senders are expected to load without any assistance. When loading open trucks that have no apparatus for holding up the sheet, the loader should take particular care to elevate the load in the centre above the side of the truck, so that there may be a declivity in the sheet from the centre to the four corners of the waggon to drain off the wet, or as it is sometimes said in railway phraseology, "make a shute." When a waggon is "hollow sheeted," so that the water can lay on the sheet, should it happen that the sheet is an old one, and has been mended, the water is almost sure to permeate through, and of course damage the goods. Many pounds go to pay claims caused by careless loaders. It is difficult to make men endeavour to choose the waggon for the load; they persist in putting the first load that comes into the first truck that is handy, and thus small loads are buried in high-sided trucks, and the sheets lay hollow and hold water, or sometimes let it through. Again, large loads are piled up on low-sided trucks, which frequently results in goods being shaken off during transit.

Make the yardsman or shunter responsible for allowing trucks to go away improperly loaded or sheeted, and order him to detain such, and report.

CLEARING OFF ALL GOODS EVERY NIGHT.—This is very important, and the checker or loading clerk should have positive orders to dispatch all goods every night, that come in at a reasonable time, and so complete the day's work in the day. An agent should look round, and see that this is done.

LABELLING TRUCKS.—This, although it may appear trifling, is a very important matter, as much rests upon it. A truck wrongly labelled is like a letter erroneously addressed: it gets to the wrong destination. Appoint one man to make out all labels, and require them to be legibly written in large letters, as guards, who have to forward the trucks, are not generally good scholars. The label should bear the route by which the truck

is to be sent, and the station it is to go to should be written in full and not abbreviated, or the truck may be delayed or mis-sent. It is proper to give the initials of the line the station is upon. Labels are sometimes very carelessly affixed with only one or two tacks, which results in the rain getting behind and, by soaking into the paper, softening it, and the wind then blows the label off. Let a label have four tacks at the corners and one in the middle, and it will then be firm. Every truck should have a label on both sides for this simple reason: that a guard, during his journey, when running up either side of his train, can see the destinations of his trucks.

A book should be kept, in which the number of each truck, together with its destination, should be entered, the checker or loading clerk being the proper person to do this. The labels should be made out from this book.

LOADING TRANSHIPS.—Tranships, as received, should be sorted into heaps for loading up again. Instead of checking the goods into trucks from the consignment notes, they are checked from the through invoices, after which the truck number must be inserted on the invoice, with the remark following :—" From —— station." The invoice is then passed on to the invoice clerk, or person keeping the tranship book.

In loading goods to stations as tranships, great care and judgment are necessary on the part of a checker or loading clerk. There are various stations at which tranships centre, so that if your checker has judgment he will load his tranships to points from whence they will be loaded direct, and will perhaps be only three days on the road instead of a week.

DISPATCHING.—The trucks, when loaded, sheeted, and labelled, should at once be worked out of the warehouse by the yardsman or horse-driver, and put into their proper places, to be taken by the trains.—(See Working Trucks.)

WAGGON NUMBER TAKING.—The truck and sheet numbers, and the time of the departure and arrival of trains, should be very carefully taken : but more anon on this matter.

INVOICING.—Invoicing being the first entry of the goods, it is of importance that this entry should be correctly made, otherwise errors are originated, which run through every portion of the work. The invoice is the document upon which the whole system of the accounts is based: hence, its incorrectness tends to multiply errors and create unnecessary work. *No entry should be made from an invoice before the accuracy of the calculations has been tested.*

Invoicing, with the exception of the calculation, is simply copying, and greatly depends upon the accuracy of the eye. An invoice clerk, on receiving a consignment note to invoice, should see (1) that the note is a *bonâ fide* instruction from the sender, and if not on a printed form, bears the sender's signature, or a signature on his behalf; (2) that no unusual contract is embodied in the wording of the note; (3) that the receipt of the note is timed and dated; (4) that the date of the receipt agrees with the sender's date on the note, (as a check against goods being detained, and not duly forwarded); (5) that the note bears the initial of the person who checked the goods into the truck—(see remarks on Receiving Goods); (6) that the note bears the checker's or weigher's figures, showing that the goods have been weighed; (7) that an item of "paid on" is not above the probable value of the goods. If these matters are all right, and there is nothing to infer that the goods cannot be carried in the customary way of business, the invoice clerk heads an invoice and makes the entry. Care should be taken to copy the full name and place of residence of consignee *exactly* as on the note. The name and number of the street where the consignee resides or has his place of business is very important, especially in invoicing goods to London or other large towns.—(See Clearing House rule 78, edition 1861.) If the goods are ordered forward beyond the station invoiced to by any particular route, or carrier, or any person's care, it should be noted on the invoice, as well as any special instructions regarding the carriage or delivery of the goods. In cases of marked goods, the marks and numbers must be given on the invoice, otherwise the receiving station does not know which packages to deliver to the different consignees. The contents of the packages should be given, so that the receiving station, when checking the invoice, may see if the goods have been charged under the proper class. The sender's declared weight should not be taken when incorrect, but the checker's or weigher's. Each consignment note should be progressively numbered when

invoiced, and the number entered on the invoice to facilitate reference, as the consignment notes should be kept in progressive order as records. When press copies are taken of invoices, it is well to write station to station (S. to S.) over the weight column; also, paid, to pay, posted, and porters, over the proper columns. There is, then, no mistaking in the tissue copies, "not carted weight" for "carted weight," or "to pay" for "paid" amounts, or *vice versâ*. To be a quick invoice clerk, a man should have a memory to contain the clearing-house classification, as well as the rates to the principal stations he invoices. Great importance is connected with the insertion on the invoice of the route the goods are sent. The abstracts being copied from the invoices, if a wrong route is given the clearing-house people, in dividing the earnings on the traffic, will apportion a share to a company over whose line the goods have not passed, and the company over whose line the goods have passed do not get their share. Thus a slip of the pen by an invoice clerk will frequently occasion several pounds loss to an intermediate company. An invoice clerk, when entering the waggon number on the invoice, should invariably give the initials of the company to whom it belongs, as the clearing house needs that information through the abstracts. The clearing-house classification is so perfect, that an invoice clerk has little difficulty in ascertaining in what class are the goods which he is invoicing. When the contents of packages are undescribed, and a conclusion cannot be formed from a knowledge of the trade which the sender follows, charge them either as goods heavy, not specified, 3rd class, or goods light, not specified, 4th class.

In calculating the carriage on goods, most clerks find Mr. Poole's ready reckoner quicker than any other method. If the ready reckoner is not at hand, and the rate or given price is a divisible portion of 20s., calculate the weight at 20s., which is very simple. You take the tons as pounds sterling, the cwts. as shillings, and the quarters multiplied by three with the tenths (second figure) of the lbs. added as pence. By calculating in this way you set down the result at 20s. as quickly as you can form the figures: it is only then necessary to multiply or divide, according to the rate you are dealing with, say

	tons.	*cwt.*	*qrs.*	*lbs.*	
	5	17	3	20	@ 17s. 6d.
Cost at 20s.	£5	17	11		
	0	14	9		cost of $\frac{1}{8}$ of a pound deducted.
	£5	3	2		at 17s. 6d. per ton.

In the case of awkward rates, where this plan will not apply, an invoice clerk must get by memory the amount per cwt., and work it in the ordinary way. An invoice clerk should have a list of all persons having an authorized monthly ledger account with the company, and *no goods should be made carriage paid unless the senders actually pay the money or have a ledger account.* When an invoice clerk neglects this rule, and fails to collect the money before the ensuing pay day, the amount should be stopped from his salary, or his salary be withheld until the item is collected. It is very injurious to allow a station to be debited with amounts like this indiscriminately, as *extra work* is created both in the collection and the entering up of the outstandings, besides the company losing the use of the money. This rule should not be deviated from for any trader, as if he is worth consideration he will have a ledger account opened by the manager's authority. Never open an account without a superior officer's authority; otherwise, if a loss takes place, the odium will rest upon you.

As a check against making goods paid contrary to order from senders, it is wise for an invoice clerk to protect himself by checking over the paid money every morning, to see if the amounts he has made paid are so ordered on the consignment notes.

At some stations it is customary to have a forwarding book in which consignment notes are entered, and the invoice, after being copied from the forwarding book, is compared (or should be) with the consignment note. This plan is bad, though at a small roadside station it may work, and saves the expense of a press. The objections are—(1) the entry is written twice, and hence the work is doubled; (2) errors will creep in between the entry in the forwarding book and the invoice, and thus unnecessary correspondence and discrepancies in the abstracts are created.

Invoices to each station should have a progressive number during the month, commencing on the first and ending on the last day. To keep track of the numbers, it is the best plan to have an alphabetical reference book like a ledger list. You may then in a moment open the page devoted to all stations commencing with the same letter. An invoice clerk, having finished writing his invoices, progressively numbers them in this book, keeping consecutive running numbers for each station. At some large stations where there are several hundred invoices daily, this number book is made use of for reference purposes. A lad fills in, opposite the invoice progressive

number, the folio of the invoice book in which the invoices are copied. Keeping separate running numbers to each station is troublesome, but necessary. Some stations use only one general running number for all invoices for the month, and do not keep a separate running number to each station. This latter practice, however, facilitates reference, as you have not to turn over a day's invoices, but can find a particular invoice at once by the number. It is the best plan to use both numbers, and place the general running number for all invoices under the running number to each particular station. One number tells how many invoices are sent to each station, and the other the total number of invoices sent from the station during the month.

No invoice should leave a station until it has been checked by a second person. If such were done, stations, goods managers, audit offices, clearing house, &c. would have only half the work now involved by undercharges and overcharges. The system that was in operation at the Lancashire and Yorkshire at Liverpool, (introduced, I believe, by Mr. Rowbotham,) was excellent. As soon as an invoice clerk had completed an invoice he pinned to it the consignment notes, and both were passed into a check office. The invoice was there inspected to see that the sender's name—consignee's name and residence—description of goods—and the weight, were properly copied from the consignment notes; also, that the waggon number was entered, the proper rate charged, the calculation correct, and the carriage rightly made paid or to pay. When all was accurate, or made so, the clerk inspecting initialed the invoice, and after numbering the consignment notes passed it on to be copied. With this system, undercharges and overcharges on forwarded traffic were rare, because the work went through two hands. It may be said to involve greater work and expense, but in the long run this is questionable in the presence of the following advantages:—(1) greater correctness and satisfaction are obtained; (2) errors of goods being wrongly invoiced, and claims arising in consequence, are almost entirely prevented; (3) the labour of making out under and over charged sheets, and the paper is saved; (4) the difficulty of making a balance sheet when perplexed by numerous under and over charges is decreased; (5) work saved to heads of departments in not having to deal with under and over charges, and the correspondence connected therewith.

Taking tissue press copies of invoices and letters needs care. It is most

vexatious to have bad and illegible copies, and this is easily prevented by proper management. The best plan for copying both invoices and letters is as follows :—First, count the number of leaves necessary to copy the invoices or letters you have, and damp them three or four at a time, leaving a small space dry at one corner to enable you to separate the leaves when damped. When all are wetted, press the superfluous water out by the aid of the press, taking care to have the damped leaves between two oiled sheets. Having previously creased the invoices or letters so that the corners will not turn up when laid on the damp tissue paper and so prevent it laying smooth, place that half of the open tissue book nearest to you which already contains copies, and support the other half on which the damp leaves lay in a slanting position, to facilitate turning over the damp leaves. Lay over a damp leaf; place your invoices or letters upon it, face downwards ; follow on until all are enclosed, and then give the book a good pressing in the machine. If you have properly damped the leaves, the copies will be good. In copying, all depends upon the degree of dampness of the tissue paper. If it is too wet the ink runs, and if too dry it will not copy. Some invoice clerks can tell the proper degree of dampness by feeling: others by sight. The paper should be thoroughly damp, and contain as much water as it will hold. If more water is left on the paper than can be absorbed, it lays, and the ink will run. If you press the paper too dry, and you have a number of invoices or letters to copy, the first few sheets become quite dry during the time you are getting the invoices or letters between the leaves. This frequently happens when it is attempted to copy too many at once, or you are slow in turning the leaves over and getting the invoices or letters between. You may copy perfectly twenty leaves of a letter book at once, and if very quick no doubt a greater number. The time is lost, when, from neglecting to crease the invoices or letters properly, the wet tissue paper cannot readily be made to lay smooth. Blowing often smooths damp tissue paper much better than handling.

There are three methods in use for dispatching invoices :—(1) nailing to the truck side ; (2) giving them to the goods guard when he takes the truck, and obtaining a receipt ; (3) sending per passenger train. All are liable to mischances, as in the 2nd and 3rd methods the invoices may get to hand without the trucks, and *vice versâ*. In the first method both trucks and invoice may get astray together : nevertheless, this plan many think

the best, as there is only one chance of the truck and invoice together getting wrong, and there are two chances when they are separated. When the weather is wet, and the journey long, the invoice may fall off, especially if the envelope is not stout. If you adopt the plan of nailing invoices on the trucks it should be regularly carried out, so that the receiving stations may always look for the invoices on the side of the truck. As a check that this is done, give the yardsman or shunter positive orders not to forward trucks unless the invoice is nailed to them. It is ridiculous to argue that they cannot be got ready while the trucks are being shunted and turned out. In addressing invoices the truck numbers should be given on the envelope or outside, as there may be only one invoice for three or four trucks, as in the case of iron or grain.

In some cases it is well to send invoices by post.—(See Clearing House rule 81, edition 1861.)

WAGGON BOOKS: NUMBER TAKING AND CHECKING.—A correct record of the numbers of waggons received and forwarded is very important, *especially at a junction*. Frequently there is no check in operation to test the accuracy of the number-taking, which is very often left to a lad, and neglected. The labour of checking the arrival of trucks, when they depart, to see that they have been taken both in and out, also daily checking, to see if those that are recorded as arriving are on hand or since gone out, is too laborious at a large station; yet, as an occasional test, it can be advantageous applied. As regards loaded trucks, which are of the most importance, the invoice and delivery clerks, or other appointed person, should daily check the numbers of the trucks on the forwarded and received invoices with the numbers entered in the waggon book. The advantages are, (1) the correctness of both entries is questioned; (2) trucks sent or received uninvoiced are at once detected; (3) outward trucks delayed when the invoices have been forwarded (or made out) are brought to light; (4) the daily entering up of the waggon book is insured; (5) inward invoices received without the trucks are detected without delay. This does not insure the numbers of foreign trucks being taken when they depart empty, which is awkward in demurrage cases. To prevent both foreign and local trucks being allowed to remain on hand unobserved, so as to incur demur-

rage from forgetfulness, have a daily stock return made out of the numbers *of all* trucks on hand, keeping the empty and full separate, and giving *the date of the arrival* in the margin. An agent who glances over a return of this kind every morning can (1) prevent all waggons being unnecessarily detained and from being lost sight of; (2) can detect inward waggons that have not been duly unloaded; (3) see the number of empty trucks on hand, so that if he requires more he can adopt measures to get them, and if he has more than he needs, can order them where they are likely to be wanted.

There are varieties of forms for waggon books, but it is preferable to keep inward trucks on one page, and outward on the opposite, a line being drawn across at the close of the day to separate the days. At a large station, where there are sufficient foreign trucks and sheets to warrant the keeping of a separate book for them, it is a good plan to enter the arrival of the trucks or sheets in one column, and have another column opposite, with room for date, &c., to enter the same numbers when the trucks or sheets depart. This, at a glance, shows what trucks and sheets have been received, and are detained; or which, if not detained, have been omitted being taken when going out, which can be ascertained by seeking them round the station. The only drawback to this form is its unfitness for a general waggon book; for in searching for a waggon or sheet going out you cannot find it from the date, but must seek it coming in first, as the two entries are made opposite each other: hence the records of trucks and sheets outwards are scattered. With foreign waggons and sheets, which are seldom (or ought not to be) at a station over two days, this does not much matter. It causes more trouble in making out the return of waggons forwarded each day, unless it be copied from the number taker's book.

As a general rule a very effectual check may be employed to insure truck numbers being taken, or for an agent occasionally to test how the work is done. Suppose the numbers of all trucks on hand be taken every morning, it is very simple then—on Tuesday morning, for instance—to take Monday's statement, and see if the trucks are still on hand on Tuesday, or entered in the waggon book as having gone out. You may thus find trucks that were "on hand" on Monday morning which have gone out during Monday and never been taken; and detect waggons which have gone out on the Monday, but which were not on hand that morning,

and have arrived and the numbers have been missed. Where the numbers are taken correctly, this check can be performed at most stations in half-an-hour.

RATES AND RATE BOOK.—The best form for quickness of reference is that similar to an alphabetical ledger list; so that all stations commencing with the same letter are registered in a folio of the book together. On one page are ranged the class rates, and on the other the exceptions or special rates to and from particular stations, or for certain large traders. There is generally a great difficulty at stations in quickly getting at the authority for rates. A good plan is, as soon as you receive a quotation of rates, to enter it into the rate-book yourself, or pass it to the invoice clerk to do so, and require him to sign the quotation. Then personally gum it into a guard book, or paper skeleton, the leaves of which are numbered. Have also an alphabetical reference list (taken from a tissue letter book) referring to the particular folio in the guard book. If the quotation is an entire list of rates for a particular line, register it by the initials. Under O.,—O. W. and W., folio 21-23-40. If it is a quotation for one or two stations, register them separately by the commencing letter in the proper page devoted to that letter.

Clearness and correctness are essential in a rate-book, for when it is wrong, few things lead to so many errors and complaints, as well as to so much general dissatisfaction on the part of traders. When rates are altered the regular and principal traders should be advised as far as possible. Great care is necessary in quoting rates, and the person upon whom this may devolve should look twice, to prevent errors, especially when making a written quotation.

RECEIVED (INWARD) GOODS.—In working received or inward goods there is less difficulty than with those forwarded or outward; as in the first case you do not make the original entry, but simply check and copy it through your books.

The first important matter with received goods is to get the trucks

into the warehouse, and have the goods unloaded and checked as speedily as possible.

CHECKING, UNLOADING, AND WAREHOUSE BOOK.—It is the general practice to check the goods from the trucks by the invoices as they are unloaded; but the advantages of this plan are questionable. Have a warehouse book in which you obtain consignees' signatures, with *the date and time of delivery*; and, as the goods are unloaded, let the receiving clerk enter them into this book, as being unloaded at such a time from such and such a truck, without taking any notice of the invoice. There is then no waiting for, or seeking, invoices. When the unloading is done, or between times, the receiving clerk can then check the entries in his book with those on the invoice, and fill in the pro: number; or, if a second person does it, all the better. When a receiving clerk has to make an entry in a book, and describe a package, with name and address, marks and numbers, he is far more particular than when a porter calls "Jones, a box"; the reply to which is, generally, "all right," perhaps before the entry is found on the invoice. Oftentimes it is not all right, and goods are received uninvoiced, and get mixed with others, without there being any means of tracing from what truck they came, or from what place. This plan no doubt occupies more time, and from particular circumstances at some stations would be difficult to work; but as a rule it is most certainly the best. When goods are checked from the invoices, the person who performs this duty should make clear and distinct checks, so that he can at any time recognise them; and after marking the time of unloading, he should initial the invoice. All remarks as to leakages or damage, &c. should be made legibly, and be transferred to a report book for sending station to be advised thereon. This is important, as Clearing House rule 48 says:—"In every case of loss or damage of goods, which has not been reported by the receiving company within twenty-four hours after it has been ascertained, the liability rests with the company failing to report."

UNLOADING, &c.—As the goods are unloaded, they should be sorted and put into certain appointed places: "till called for goods" in No. 1; wait

to order goods, No. 2; goods for consignees to cart away, No. 3; tranship goods with outward goods according to their destination—goods to be delivered to carting agent, No. 4; grain, No. 5; and so on. Without arranged places for goods, it would be difficult to find them when wanted. All cases of careless, bad loading, and hollow sheeting, should be reported to the sending station, and if repeated after such report, the goods manager should be advised. When goods are received damaged, and in loose order, the receiving clerk in reporting should endeavour to show the primary cause, whether from bad loading or bad packing, and if there are any appearances of the damage having been done before loading. If the cause is not then recorded, and sending station advised, the culpable and responsible party is lost sight of, and a claim, if made, to be got rid of is paid and miled. Goods in bulk, when requiring to be carted, can frequently be loaded on the dray with less labour from the trucks direct than when handed across the warehouse stage.

CHECKER'S, OR RECEIVING CLERK'S REPORT BOOK.—This should be entered up in ink, not in pencil. It is the receiving clerk's medium for showing that he has performed that portion of his duty which requires the recording of all damages, breakages, errors, and in fact anything that is out of the usual course, calling for a letter to be written.

INVOICES.—Immediately on the arrival of invoices the receipt should be timed, viz., "11 a.m., 5/12/58," and then they should be progressively numbered in a book for the purpose, in order, according to their arrival. The progressive numbering is to prevent invoices being overlooked and lost, also as a reference when they are gummed into paper skeletons, in order, according to the numbers.

ADVICES.—Immediately after pro-numbering the invoices, the advice notes should be made of all station to station (not carted goods) and other goods which consignees are known to send for themselves. Dispatch a messenger with these advices quickly, and let him get a signature for them

in a book for the purpose, with the time of delivery noted. The time of the arrival of the truck, and the time of the delivery of the advice, will show what promptness has been used. The proof of the delivery of an advice is often important in cases of claims for delay or demurrage: hence the necessity of getting a signature and noting the time. When, on account of the distance, advices are posted, let the person who posts them enter the addresses into a memorandum book, and *as he puts the letters into the post-office box* check them off from the book, and initial the latter. Without this precaution, it is difficult legally to prove that a particular advice was posted, although it may easily be proved to have been made out. If the company can prove that a particular advice was actually posted, it would be accepted in court in the same way as proving delivery to consignee.

CARRIAGE NOTES.—When delivering goods by cart in some towns, it is not customary to give the consignees a receipt note for the charges that may be paid. This might raise a serious question against the company if they were suing a man for carriage, as he might say he could not produce a receipt although he had paid the money, as it was not customary with the company to give receipts. With a dishonest carter it might be difficult to prove him a thief, as he would give no receipt for the money he received.

The carriage notes should be made out as soon as the advice notes are despatched, and so be ready for the carters.—(See Entering up Delivery Books or Sheets.)

DELIVERY OF GOODS TO CARTERS.—The carters should sign by initial for each package, either in the warehouse book or on the delivery book or sheet, before they go out: in the warehouse book is preferable. Against their initials reference should be given to the delivery book or sheet, for consignee's signature.—(See further under Carting.)

STORING GRAIN, &c.—It is a good plan, in storing lots of grain or other goods, to attach a card to one of the packages, giving reference to warehouse book and progressive number of invoice. Have sacks piled

evenly, and run chalk lines all round the lot: then, if one sack goes, it will be once missed. When goods are warehoused for an unreasonable time, a charge should be made, as the carrier has all the risk of possession as well as inconvenience and loss of room.

COLLECTION OF CARRIAGE.—Give written advice to the person who delivers the goods that you will hold him personally responsible to pay all amounts of carriage when he delivers the goods without obtaining the charges, and carry this out strictly or you will never know the extent of your outstandings. For all goods delivered by you to the carting agents, you debit their ledger account with the carriage, unless the carters pay to the company's agent their daily collections. In the latter case, be sure *every package of goods is signed for:* also, that every amount is collected and handed over to you each night, *and take no excuse whatever.* Give the carters instructions to bring the goods back if the consignee refuses to pay or sign the book. Consignee may say sender should have paid, or did pay; but, unless the goods are directed "paid," there is no proof but his word.—(See Clearing House rule 79, edition 1861.) The carter can promise that sender shall be applied to, and if he pays, the money shall be returned to him (consignee.) A carter who persisted in delivering goods without the money or without getting a receipt should be dismissed. In detaining goods for carriage the law does not allow you to detain a portion, therefore, if you allow consignees to break bulk without an understanding *(witnessed)* you can only detain, and demand carriage on the quantity you hold. When consignees' carters come for goods without the money, if you let them have part, you must have an understanding, and get them clearly to agree to your holding the remainder *for the carriage of the lot.* With litigious and awkward traders it is best not to let them touch until they pay.

DEMURRAGE.—The delivery clerk, checker, or some one should have apportioned to him the duty of looking well after the unloading of trucks, and collection of demurrage. The proof of the time of delivering the advice note, giving proper notice that demurrage, after a certain time, will will be charged, is very important. Demurrage cannot fairly be demanded

and forced without this advising has been attended to. A foreign truck is allowed by the clearing house to stand at a station two whole days, not including the day of arrival or departure.

SIGNATURES FOR GRAIN.—Every load of grain taken from a lot should be signed for at the time. Consignees may have a load one day from one lot, and a load from another lot a day after, and so on, till it is impossible to tell what has been delivered, unless each load is signed for when taken away. If this is not done, deficiencies occur through errors, and the company have to pay. In entering grain in the warehouse book, or grain book, for signature, leave four or five lines blank, according to the quantity and number of loads, into which you think it is likely to be divided and carted away. This gives space for the man to sign for each load. Take care the date and time is put down when each load is taken.

PRESERVING INWARD INVOICES.—The invoices should be gummed into a paper skeleton, or packed up into parcels in progressive order every week. The former plan is the best. A fortnight's invoices should never be allowed to lie about.

ACCOUNTS.—Railway accounts, although by many considered very difficult and complicated, are really not so. Where a man does not understand the difference between debtor and creditor in accounts,—and there are many professing to be railway men who do not,—there is a difficulty. Most railway men of any experience know that the debit of a station, or the amount which the agent has to account for, consists of (1) the total "paid money" on goods outwards, for which the senders have paid the carriage; (2) the total "to pay money" on goods inwards, which the consignees pay; (3) the undercharges or amounts that are afterwards added when the proper charge has not been made,—(when a charge has been once made on an invoice, the figures in English accounts are never altered, errors being corrected by undercharge or overcharge: in the first case added as a debit, and in second substracted as a credit against the station;)

(4) the total amount received for cartage, warehousing, demurrage, &c. Against this, as a credit, the agent shows (1) money remitted to cashier; (2) paid on's, (which Brother Jonathan calls "back charges,") or amounts paid out to the senders of goods for some service performed, perhaps for carting the goods to the station, or bringing them 100 miles by sea, for which the consignee has to pay: the paid on's are, of course, added to the railway charge, and consignee pays the two together; (3) overcharges or amounts that are deducted when the proper charge has not been made, (reverse of undercharges;) (4) cartages allowances, or amounts paid for cartage performed, by sender or consignee, when such cartage is included in the rate; (5) the total amount of carriage due upon goods on hand undelivered. It may be well to explain for the uninitiated that for all money which an agent receives for the company he is "debtor," and for all he hands over to the company or pays away in an authorized manner on their behalf, he is "creditor." Before attempting to make a balance sheet, and especially where there are a great many different entries to deal with, it is imperative, with an inexperienced person, that he should distinctly understand the bearings of the various items of money, as they affect the matter in a debtor and creditor sense. If the mind does not rapidly classify the items, so as to place them against each other in their true relationship, the most perplexing complications arise, and it is futile to attempt to arrive at a balance. The foregoing enumeration of the leading items supplies the groundwork, therefore impress it well upon the recollection, and with practice you will learn how to deal with special items. If my reader would become proficient in balance sheet making, he should lead his mind to habitually classify, in debtor and creditor form, all items that pass under his notice, even when he is not employed upon balancing work. When an inexperienced person has been endeavouring to make an account balance, and has drawn things into a disordered and jumbled state, it offers a splendid opportunity for re-classifying and disentangling the confusion. This is the field for perseverance and investigation, and many travelling auditors delight in obtaining opportunities of the kind, and, when they do not, they are hardly thoroughly qualified for their duties. The spirit of research and scrutiny is indispensable in a good travelling auditor.

The following simple form of balance sheet will perhaps give a clearer idea than the preceding explanations:—

GOODS TRAFFI

Dr.

	£	s.	d.
To Balance from last month, viz.:			
„ Cash in hand, (last month's money received, but not sent to bank,) as per balance in cash-book			
„ Porters outstandings			
[Having taken credit in the previous month for the amount of carriage due upon goods on hand undelivered, that amount must be brought forward as a debit, because the goods will have been delivered, and the carriage since paid.]			
„ Total amount of carriage "paid" on outwards traffic...			
„ „ „ „ "to pay" on inward traffic ...			
„ „ „ undercharges on inward traffic			
„ „ „ „ on outward traffic.....			
„ „ „ received for warehousing and storing goods			
„ „ „ „ demurrage on trucks and sheets			
„ „ „ „ cartage, &c.....			
„ „ „ of extras, (particulars annexed).....			
[Amounts over collected—paid on's credited by being invoiced, but not actually paid,—or any amount for which there is no debit in the ordinary course.]			
£			

BALANCE SHEET.

Cr.

	£	s.	d.
By Cash remitted to bank or cashier			
„ Overcharges on inward traffic			
„ „ „ outward „			
„ Cartage allowances.....			
[Amounts paid to senders, or consignees, who cart their goods, when the rate charged is a carted rate.]			
„ Paid on's			
„ Ledger accounts transferred to audit office for collection			
„ Outstandings			
[Amounts of carriage due on goods undelivered.]			
„ Cash in hand			
[Cash received, and neglected to be remitted on the last day of the month, or retained for an authorized purpose. As a general rule there should be none.]			
£			

Where the ledger accounts are collected by the agent, and not transferred for collection to the audit, there is a little difference in dealing with them. Suppose the preceding to be the December balance sheet, you would take credit for December accounts; but, independently, you would enter on the debit side as follows, because, in December balance, you have to account for the collection of November accounts *during* December:—

LEDGER ACCOUNTS.—DR.

Arrears,
Nov. Ledger a/cts,
Undercharges.

On the credit side you would enter,

LEDGER ACCOUNTS.—CR.

Cash remitted,
Overcharges,
Cartage Allowances,
Recharges,
Outstanding.

The total items of these two should balance. It is customary on some lines to have ledger abstract books, ruled Dr. and Cr., in which the ledger totals are entered.

An attempt has been made to give an explanation of the various items of which a balance sheet consists, enumerating them as debtor and creditor entries. The writer has thought it better to deal first with the result that has to be worked out than to treat of the varying and mystifying details necessary in gaining that result. This seems best, as it can then be more clearly seen why the detail is necessary, and to what points it converges.

Before speaking of the abstracts, it is necessary to explain to the uninitiated the porters and posted amounts, and checking of invoices. The porters and posted amounts consist of the debit (paid amount on outwards and to pay on inwards traffic) separated and extended into what is termed the porters and posted columns in the invoice. Supposing there are a dozen amounts on an invoice, some of these may be posted into the ledger and the others paid to the porter (or carter) when the goods are delivered. It being desirable that the totals of these should be distinguished the one is extended into the posted column and the other to the porters. If this has been done correctly, the total posted, and porters on the invoice, added

together, will balance and agree with the total debit, because they are simply the debit re-written and separated. When undercharges and overcharges creep in it becomes rather more difficult for the uninitiated to understand them. An "undercharge" has been previously explained. When it occurs on a parcel of goods, the amount undercharged is entered in the undercharge column on the invoice, and added to the amount that *has been* charged, and the total is extended to the porters or posted, as the case may be. The reverse is the case with an overcharge, which is deducted, and *the difference* extended. In fact, the porters and posted are the correct and actual amounts that have been, or are to be, paid for carriage. In balancing the totals of an invoice when there are undercharges or overcharges, the debit and the undercharge must be added *as a debit* on one side, and the porters, posted, and overcharges as a credit on the other. If the work is correct, the totals will agree as below:—

	To Pay.			Under-charge.	Over-charge.	Porters.			Posted.			
	£	s.	d.			£	s.	d.	£	s.	d.	
Dr.	0	5	6			0	5	6	0	0	0	*Cr.*
£ s. d.	0	0	8	3/		0	3	8	0	0	0	£ s. d.
1 16 2	0	4	0			0	0	0	0	4	0	0 6 0
0 3 0	0	2	2			0	2	2	0	0	0	0 19 4
1 19 2	0	5	10			0	0	0	0	5	10	0 13 10
	0	8	0			0	8	0	0	0	0	1 19 2
	0	10	0		6/	0	0	0	0	4	0	
	1	16	2	3/	6/	0	19	4	0	13	10	

Porters and posted on inward invoices are extended in the proper columns; but with the tissue copies of outward invoices there are not generally such columns, and it is therefore advisable to *rule columns* with blue pencil, which is the most distinguishable on the tissue copying paper.

As the charges that are made "to pay" on invoices received from

[illegible] may not be correct. It is of importance that the totals and calculations be checked as soon as possible after receipt of invoice, and the undercharges and overcharges made, if necessary. When this is not done the consignee may lose in the proper charge not being made, or, on the other hand, goods may be charged more than they ought to pay. In either case it is an evil. The same refers to the paid amounts on outward invoices. The total is arrived at from the totals of the invoices entered in the abstract books therefore, it is of the utmost importance that the totals of every invoice should be added correctly, or no balance can be made. If the total is over-added or, on invoices, the different amounts, when paid, will fall short of that total, and the balance sheet will show a deficiency, and *vice versa*. Have all invoices examined as to the rates charged, and the calculations and additions, and require the person who examines them to write his initials otherwise upon each. This should be done daily with inward and outward invoices. Should any errors be detected, the receiving or forwarding station, as the case may be, should be advised by letter, and reference to the acknowledgement given on the undercharge or overcharge sheet. If this is done when the sheet is sent to the station for verification there is no misunderstanding, as it bears reference to the agent's letter admitting the alteration.

ABSTRACTING.—Abstracting is collecting and recording in detail the total and a portion of the credit, paid on's and overcharges.) An account is opened with each station receiving or sending traffic. The entire totals of the invoices which include weight, paid on, paid, to pay, undercharge, overcharge, powers, posted, with the date and invoice number, are therein recorded. It forms a ledger of totals of invoices to and from stations, very similar to a tradesman's account with his customers.

It must be mentioned for the information of the uninformed, that foreign stations are those not situated upon the same line as the reader may be engaged upon.

Every month returns, which should be exact copies of the abstract books, are sent to the clearing house in London for the foreign traffic. Dudley will send the totals of the invoices received during the month from Manchester, and Manchester will send the totals of invoices sent to Dudley

during the same time, and by comparing the two statements, one station is a check upon the debit and correctness of the other. When the returns agree, or are made to agree, the clearing house apportions the month's earnings derived from the two stations between the companies over whose lines the traffic has passed, viz., the L. and N. W. and the W. M. There is an allowance made each company for terminal expenses, for carting, loading, &c., and the remainder is divided by mileage. The total number of miles between the two points yields so much per mile, and each company receives its portion according to its mileage.

Monthly returns are in most cases sent in for the local traffic, but they are sent to the audit office of each line, as there is no division to make, but merely proof to be obtained of the correctness of each station's debit and credit.

On the West Midland the labour of making detailed local returns is avoided, and the agents merely send a monthly summary of the station totals of the inwards and outwards abstracts for the month. If on comparison at audit the totals of two stations do not agree, each station has then to give details, so that the difference may be detected. If the entries made in the abstracts are carefully checked at the stations every week (which they ought to be) the audit has seldom to call for details—(Separate totals of invoices.)

For preparing a foreign abstract book the hints given in page 29 must be repeated. When an abstract book is paged, divide the pages by the number of letters in the alphabet, omitting such letters as do not form the initial of stations, Z. and Q., for example. Apportion to each letter a certain number of leaves, deducting one or two from one letter and adding to the other, as your judgment may consider necessary. (You may have more stations beginning with one letter, and hence you need rather more than the allotted number of leaves.)

In preparing a local abstract book, you know exactly the number of stations you have to deal with, (except on a very long line,) and can divide your book between them with such judgment that, when it is completed, the leaves will be all filled and the entries to or from stations be altogether in date order. You of course have to allot the greatest number of leaves to those stations with which you will have the greatest number of entries, and *vice versâ*. Every abstract book should have a clean and distinctly

written folio list. It is most convenient to have this on a piece of card-board, which an abstract clerk can place on the desk before him. With foreign lists enter the stations alphabetically, leaving about half-a-dozen lines between each letter for additions, &c.

An abstract clerk should be very particular in giving the "routes" correctly.—(See folio 75.)

From the remarks on the importance of the additions of invoices, it should be a golden rule with an abstract clerk never, under any circumstances, to abstract an invoice unless it has been previously checked *and bears the initials* of the person who checked it. It should be the pride of an abstract clerk never to send an inaccuracy form away without being able to write his own station correct. This he may easily do if he will check his work. Many regard this checking as a serious and formidable affair; but if they would get some one to call over for them and do it weekly, at most stations, with quickness, it may be done in an hour.

Before abstracting inward invoices it is the safest plan to sort them by their progressive numbers, in order that none may escape. At the end of every month (and of every week if your audit office requires it) you make a summary; that is, you add up the week's totals in your abstracts of each station's account, and enter on a form as subjoined:—

MONTHLY SUMMARY OF ———— TRAFFIC,

At —— *Station,* —— *ending* —— 186

STATIONS.	WEIGHT.				PAID ON.			PAID.			TO PAY.			UNDER-CHARGE.	OVER-CHARGE.	PORTERS.			POSTED.		
	T.	cwt.	qrs.	lbs.																	

A summary like the preceding is required for each of the different kinds of traffic, and a grand summary is made up of these totals, as follows:—

GRAND SUMMARY OF TOTALS.

	Weight. T.	cwt.	qrs.	lbs.	Paid On.	Paid.	To Pay.	Under-charge.	Over-charge.	Porters.	Posted.
Foreign Inwards											
Goods											
Minerals											
Coal and Coke											
Live Stock ...											
For. Outwards.											
Goods											
Minerals											
Coal and Coke											
Live Stock ...											
Local Inwards.											
Goods											
Minerals											
Coal and Coke											
Live Stock ...											
Local Outwards.											
Goods											
Minerals											
Coal and Coke											
Live Stock ...											

Some audit offices do not keep coal and coke separate, but class both as minerals; and upon some lines this return is not required in a summary form, but is given on the balance sheet or account current.

If an abstract clerk wishes to get his work done punctually, he should make out his abstract sheets every week, then, at the end of the month, he has no difficulty in getting his returns ready in time. Otherwise he is almost sure to be behind, as he crowds the performance of a month's work into a few days.

There are generally four abstract books at a station, sometimes more: (1) foreign outward; (2) foreign inward; (3) local outward; (4) local inward. Part of each book is apportioned for (1) goods; (2) coal and coke; (3) minerals; (4) cattle. Unless this is done, and each description of traffic kept separately, it is impossible to tell the total of each branch of traffic on the line.

LEDGER.—Be very careful never to open a ledger account without written authority, otherwise you take upon yourself the responsibility of giving credit. Get the written authority of a superior officer of the company. If then a loss by failure should occur, you are clear and blameless, unless you have been incautious enough, in recommending a trader for a ledger account, to misrepresent facts through not making proper inquiry as to his respectability and trustworthiness.

The entries in the ledger being simply copies of the entries in the invoices, the work is straightforward and without difficulties. It is important that a ledger clerk should not accept the calculations, rates, and charges as correct, unless the invoices have been checked and are initialed. It is very annoying to a collector of accounts for traders to point out errors of rates or calculations. It makes a sad mess with the accounts, and all results from the ledger clerk posting entries from invoices that have not been checked. A ledger clerk should be able to make correct additions, or he will cause endless labour and trouble. It is the best plan to make additions twice, commencing first from the top and then from the bottom of the column. If a ledger clerk can add up pounds, shillings, and pence together in one addition, after the plan of a noted railway accountant, all the better.

A ledger clerk should write out the accounts from the ledger upon the bills

weekly, and not leave it until the end of the month. Two money columns should be made use of in the ledger for inward and outward amounts. The arrears being only occasional items, a column for them is unnecessary, as they can be easily picked out when wanted. At the month's end the totals of the accounts are made and entered in a summary, which is then added up. This total should balance with the total posted in the "grand summary of totals."—(See page 96.)

COLLECTION OF ACCOUNTS.—This is a very harassing duty in some districts, and especially when trade is bad and money scarce. There is a very serious burden likely to fall upon an agent and collector when traders fail in debt to the company, as the question naturally arises at head quarters, "Was proper exertions made to get the money?" An agent may say he called several times and could not get the money, and he may or may not be believed, according to the general opinions formed of him. It is recommended for every agent or collector to keep a pocket book, with the names of traders alphabetically arranged, and whenever they call for money, and fail in obtaining it, to put down in ink the date and time they called, as well as the "put off" given for non-payment. This is something to produce to satisfy a manager that the collector performed his duty: traders knowing such memoranda are kept will, for their reputation's sake, fear to "put off" too frequently. When you call several times without success, report the matter to head quarters, prefacing your letter with an extract from your pocket book: you thus transfer the responsibility, and put the matter into the hands of those who can use stronger arguments and measures than yourself.

A ledger deduction book is very necessary and useful, especially where there are a number of accounts to collect. It is ruled with the following headings:—Invoice date and number—Consignment—Species—From "———"—To "———"—Weight charged—Weight should be—Rate charged—Rate should be—Paid on—Amount charged—Amount should be—Amount deducted—Why deducted—Reference to corespondence—Date cleared—Amount cleared.

If a book of this kind is not kept, memoranda of deductions are taken on loose scraps of paper. These frequently get lost and mislaid, and the

result is, the accounts do not get credited with the amounts that have been deducted and are disputed; and after a few months there is a stir to clear off balances, when nobody knows how these balances have arisen or of what they consist, and the accounts are in a state of confusion, which reflects discredit on the agent or collector.

If no ledger deduction book is supplied, rule a foolscap book for yourself. Never settle a ledger account until you have made an entry of the deductions, when there are any. Make the total of them, which, added to the cash, must agree with the total of the account rendered. Clear deductions as speedily as possible, for nothing will make you stand so well in the eyes of your accountant as *small outstanding balances.*

The system of ledger debit notes is very excellent to prevent deductions and errors. As soon as a debit arises against a trader, either as "paid" for outward goods or "to pay" for inward, make out a note of the amount, which send to him with a remark at the bottom that the item will be posted to his account, and if he has any objection to make, to do so at once, and if not he must return the note signed. In this way the trader acknowledges his responsibility, item by item, as his account is posted; and at the end of the month there are no deductions or disputes, as they have been disposed of one by one. When things go all right without this system, it is in some cases not worth while to entail extra labour, but when traders are constantly disputing items, and cut up their accounts at the month's end, it operates as a check upon them. Questions of dispute are thus raised and disposed of at the time, and not left to accumalate into a budget at the settlement of the account to offer an excuse for delaying payment.

CASH.—On most lines there is a "porters settlement book," a "cash book," and a "note remittance counterpart book." The first is simply for a cash entry from the invoice of each detailed amount as paid. The best form is as follows:—

Invoice Date.	Pro: No.	Station To or From.	Name.	Out-standings. £ s. d.	Inwards. £ s. d.	Outwards. £ s. d.	Total. £ s. d.
			January 1st.				

Under the head of balancing, the reason for keeping inwards, outwards, and outstanding cash is separately explained. The cash book is merely a debtor and creditor book, in which the daily totals of the porters settlements, together with the ledger cash, must be entered as debits, and the daily totals of the paid on's and cash remittances as credits. The remittance book is simply a counterpart note book, in which you describe the quantity of gold, silver, and number of notes and cheques remitted to the bank. The cashier, on receipt of the cash, signs and returns to you the accompanying counterpart note as your voucher. *Take care you get these vouchers as acknowledgments of the cash having been received*, and when they are not sent duly, write for them.

It should be observed as a golden rule by an agent, or whoever receives cash, *never to touch it* until an entry has first been made in the proper book. When this is adhered to there is no difficulty in balancing cash at the close of the day. It is a bad plan for an agent to retain cash and only make two or three remittances during the month, because mistakes will creep in. The amounts constituting the daily debits of the cash book should be remitted daily, so as to constitute the daily credits, (minus paid on's, &c.)

Take care that every clerk is in the Guarantee Society, and get your manager's acknowledgment for this: you can then never be reflected upon for trusting a clerk when such is necessary. It is the best plan for only one person about the station to receive cash: appoint, therefore, the most suitable clerk if you cannot do it yourself. Never neglect giving him a receipt for what money he hands over, as, otherwise, should he prove dishonest, or mistakes occur, he may say he paid you money, and may account for absence of a receipt by stating that you did not always give him a receipt when he paid money. Settle with a clerk every day; as it is only offering temptation to men of some dispositions to let money remain in their hands. Except at very large stations, where a responsible cashier is kept, an agent should make up his cash for head-quarters, and it is safest for him personally to deposit it in the cash-box on the train, which is only opened by the cashier and himself. At the close of the month the cash book should be balanced, and should agree without showing any difference as cash in hand. No station should have a cash balance except in special cases, where a junction station has to pay "paid on's" to another company. As a rule, a station should not be allowed to

show a cash balance. It is a growing evil, and has many times resulted in agents becoming dishonest, from the temptation of "borrowing" being put in their way.

Monthly totals in the porters' settlement book, should show the total cash received on account of inwards, outwards, and outstandings, as well as the grand total.

PENCIL TOTALS.—When books are balanced, it is a vile and abominable practice to allow pencil totals to remain in them.

CHECKING PORTERS' CASH.—The entries in the porters' settlement book should be checked daily with the invoices, and, in the proper column on the invoice, a reference given to the page in the porters' settlement book, where the cash is entered as having been received. The delivery books or sheets should also be checked daily.—(See page 67.) If this is done, errors of money, under or over paid, are at once detected and can be rectified; but if it is left for a month, tradesmen may justly refuse to entertain any further charge, as the goods have then perhaps been sold and consumed, and the profit calculated.

PORTERS' OUTSTANDING BOOK.—All invoices dated, say December, are of course entered into December accounts. An invoice, with amounts "to pay," sent from Aberdeen, December 31st, may not reach its destination, at Bristol, for several days, and Bristol cannot remit the cash to head quarters before the month has terminated: thus, a credit cannot be taken for the amount as "cash remitted" in December balance sheet, although the invoice must be taken to debit. Bristol people will show a credit under the heading of outstandings, as the amounts were outstanding on the last day of the month, because not paid into cashier: hence the necessity of a porters' outstanding book. It is customary on the outstanding sheets to remark, that the item was paid on such and such a day, (if it has been paid,) and if not, the reason why must be explained, so that the audit may know that the item is not actually outstanding at the

time the balance sheet is sent in. It will thus be seen that all amounts in December invoices, not actually remitted to the cashier up to the morning of 1st January, must be entered up in the outstanding book, and appear as outstandings. A transcript of the porter's outstanding book is sent with the balance, on a form for that purpose, to explain the item entered on the balance sheet as outstandings. On the West Midland line, to save labour, they subdivide the outstandings into "cash paid" up to the 15th, (say of January,) and actual outstandings, and the agents are only required to send particulars of the latter, their word being taken that the other amount has actually been paid.

If proper precaution be taken, there is no occasion for any amount to be outstanding without the goods being on hand, though exceptional, odd items will of course occasionally creep in. When making out January accounts, the December items, and any previous that are still unpaid, have to be brought forward again as outstandings. This creates extra work in writing, not to speak of the trouble of collection. It is the most ridiculous thing possible to let traders take away goods without paying, and then go running after them to get the money, when at the onset you have the law in your own hands, and can justly require the money to be paid at the time of delivery. The greater license you allow traders in this matter, the more they will take. An easy-going agent may waste (for waste it really is) half his own or his clerk's time in collecting money.

Amounts of outstandings may be disposed of otherwise than by the cash being paid (1) recharged; (2) transferred to ledger; (3) overcharged; (4) special allowance. On many lines the outstanding book only admits of a remark being made as to how credit has been obtained, and the item is not carried forward as outstanding in the next account; but the form here given shows how the item has been disposed of much more clearly, while its value is still more exemplified in the balancing and comparing of totals.

Particular care should be taken to state, in the remark column of the outstanding sheets sent to audit, the cause of the item being outstanding if it has not been paid, when the balance sheet is sent in. Where an agent does not personally keep his accounts, (which he cannot do at a large or first-class station,) a vigilant eye should be kept on the balancing clerk.

There are various forms of outstanding books, but the subjoined is a very good one.

PORTERS' OUTSTANDIN

Invoice Date.	Pro: No.	From	To	Name.	Species	Weight. T. c. q. lb	Rate.	Paid-on	Old Outstanding Brought Forward

OOK.

Current Month.		Total.	Credits for Outstandings.					Outstandings Entered in Balance-sheet.	Why Outstandings? If Paid, give date.
Inwards.	Outwards.		Date.	Cash paid.	Special Overcharges and Allowances.	Transfers and Recharges.	Posted to Ledger.		

Audit offices are more frequently precise at fits and starts with outstandings than as a regular thing; and if an agent allows his balancing clerk to be neglectful in clearing outstandings, he causes a storm to brew that may seriously damage, if not ruin, his reputation. *It is a good plan for an agent to go through the outstandings weekly, and make his balancing clerk explain what has been done towards clearing them.*

PAID-ON BOOK.—This is used for collecting together from the outward invoices the particulars of all paid-on's. It is the best plan to have two or three money columns: (1) actual cash paid-on's; (2) recharges and transfers. You may need one column for paid-on's allowed to carting agents for special cartage or boatage. The paid-on's should be *entered up daily*, and the amounts checked with those on the consignment notes. Errors are then discovered without delay, and can be rectified while new. On some lines it is customary to take receipts in the paid-on book for cash "paid-on's" from the person to whom the money is paid. Two paid-on books are kept for alternate months, and one book accompanies the balance sheet to audit. A better plan is to have a paid-on voucher, which the sender or person receiving the paid-on can sign, and these vouchers can be attached to the paid-on sheet *as proof that the money has been paid.* An agent cannot embezzle money to any extent and get credit, by recharge, as no station will accept a recharge unless they know how it is to be cleared. A recharge of "paid-on" unextended will not pass to the credit without special authority.

MAKING A BALANCE-SHEET.—This is the grand conclusion of the work, and the "bridge of sighs" to many a railway man. Some conquer it, and become pretty fair accountants: others give it up, and hate the name of a balance-sheet afterwards. With an unsystematic mind making a balance-sheet is like disentangling a skein of silk,—a man pulls first on one side and then the other, but cannot get it right until he really begins to think it is impossible. A systematic, persevering man disentangles knot after knot until he accomplishes his object. As far as the writer's *observation* has gone he believes there are not very many railway men who

ake a true balance of a first-class station. Where most fail is in ting to make a balance *without first balancing the work in detail.* To he following is recommended:—

DETAIL PROOF FOR A BALANCE.

		1	2	3	4	5	6	7	8	9	10
		DEBITS TO FIND CREDIT FOOL.			CREDITS.						
		Debits.	Current Monthly Undercharges.	Total.	Month's Totals of Porters' Settlement Book.	Amounts Posted to Ledger.	Outstandings.	Transfers.	Current Overcharges.	Total.	PAID ON'S.
Outstanding Balance from last month.											
Current Outwards Paid.											
Current Inwards to Pay.											

The object is to balance, or account for, the outward debit, the inward debit, and the arrears or outstandings separately; because, by doing so, you subdivide and drive the errors into small portions of the month's work. This makes it easier to come at them than if you attempt to balance the whole month's work together.

Nos. 1, 2, and 3 columns are debits. You enter the outstanding balance from the last month—the total "paid" outwards—the total "to pay" inwards—the current month's undercharges inwards and outwards.

Your credit for outstandings from last month will be,—cash since received, 4th column; amounts posted to ledger, 5th column; amounts still outstanding, 6th column; also, perhaps, one or two odd items which may be entered in red ink, with the total in small figures, in column 9. The total of these, added across to column 9, must be made to agree with the total in column 3. In the same way with outwards paid and undercharges, as well as invoices to pay and undercharges.

For No. 1 column you obtain the outstandings from last month's account: the outwards paid and inwards to pay from the grand monthly abstract summary.—(See page 97.)

For No. 2 column you obtain the current month's undercharges from the grand monthly summary.

For No. 3 column you add 1 and 2 together;

No. 4 ,, from porters' settlement book;

No. 5 ,, from the ledger;

No. 6 ,, from the porters' outstanding book;

No. 7 ,, from the paid-on book;

No. 8 ,, from the grand monthly summary;

No. 9 ,, from the addition across of 5, 6, 7, and 8;

No. 10 ,, from the grand monthly summary. This total must be made to agree with the total of the paid-on book.

To balance the work in sections it is of course necessary to keep the detail credits on account of outwards, inwards, and outstandings separate, so that they (the credits) may balance with the separate debits.

If the totals of the columns of the "detail proof" agree, the balance-sheet becomes child's play. You have only then to look after special items which may trouble you; but by investigation you soon place them right. *You know* that the figures in the "detail proof," when transferred, admit

of a balance: it is therefore to question the correctness of other figures which you may have to add. If the actual receipts in the porters' settlement book have not been all remitted, you have to see what the deficiency is in the remittance, and if a credit is obtained in another way, for instance, as paid-on's, cartage allowances, or cash in hand.

If you cannot make your "detail proof" balance, run over your additions first, and if this does not unfold the error, check the debit; that is, compare the paid or to pay invoice total amounts (as the case may be) on the invoices with the abstracts, to test the correctness of the latter. If this does not enable you to discover the error, take the invoices, and make the additions of the debits "paid" and "to pay," at the same time see what has become of each item, whether it has been paid, and *is in* the porters' settlement book, or is owing, and *is in* the outstanding book. Some items may be overcharged, or recharged: if so, see that the credit has actually been taken. These measures are pretty sure to unfold the error.

At some stations, where the entries on the invoices are not very numerous, (for then it is difficult,) errors can be discovered by copying out the items separately, to or from each station, from the porters' settlement and outstanding book, and adding the transfers. You have then the credits in the same form as the abstract debits, namely, under the heading of each station. It is a very simple matter then to check the two, and make them agree by detecting and rectifying all errors.

Where an agent does not make his own balance-sheet, it is a good plan to require his balancing clerk to hand in a "detail proof" sheet as a precaution against a balance being cooked.

The writer has known instances where a deficiency which could not be discovered has been smuggled into the outstanding book, and got rid of by collecting undercharges and not debiting them against the station. This is very bad.

One of the greatest helps to facilitate a balance being correctly made is to strike a weekly balance of posted and porters. At many stations there are difficulties in balancing the porters weekly, but with the posted it may always be effected. Order your abstract clerk to make out a weekly summary of the debit,—undercharges—overcharges—posted—and porters, and require your ledger clerk to make a statement of the totals posted to each trader's account for the week. The posted amount in the summary and the

statement should be made to agree. The value of these returns being made out is that they give an agent proof that the work is up. The items on these weekly returns added up should, with the alterations, make the total of the monthly summary, which is also taken from the abstracts.

Make each clerk balance his own work. The balancing clerk has no right to find out the errors that prevent the ledger and abstract clerks balancing their work. When those who cause errors have the trouble of finding them out, they are apt to be more careful in future.

CORRESPONDENCE.—Correspondence is one of the most important features in working a station. When neglected, it is the door by which failure first enters and becomes apparent. In nearly all cases where a station is badly managed, it will be found that the correspondence is loosely carried on. A badly conducted correspondence is an indication of decay within. It has been said, "Tell me the actions of a man, and I will tell you his character;" but, by substituting "correspondence" for "actions," you may with certainty form accurate ideas of an agent and the management of his station. Correspondence is the lever by which an agent ought to work his station. It may be likened to the hands of a clock, which indicate the internal movements. The detailed method in working railway traffic is to a great extent managed by a scrutinizing system of checks. Hence, if a man, besides using his own perceptions, will listen to his neighbour, he will learn when he is wrong. *By seeking for wrong, and effectually rectifying it for the present and future by system, the nearest approximation to perfection can be arrived at.*

If you follow this rule strictly, the man who discovers your deficiencies and faults is unwittingly the best friend you have. Mind and keep him so by being a little sharp, and if then he has any more wrong to tell, he will not neglect you. Correspondence is the medium by which errors are made known. Ought an agent, then, to neglect it, and leave it to his clerks? It seems suicidal to do so. Yet many agents allow clerks to open letters, and answer and sign replies. An agent, perhaps, makes over this power to a correspondent clerk, while he is harassing himself with a yardsman's duty in shunting about a lot of trucks. The agent who attends closely to *the building* up of system inside generally works his station better than

one who makes the outside work his principal consideration. It must not be forgotten, however, that *at times* it is necessary for an agent to perform outside work, and always to take care that it is done.

Where the correspondence of a station is extensive, as at Liverpool, London, Manchester, Birmingham, or other large stations, it would be impossible for the agent to read all the letters and memoranda every morning; therefore, suitable clerks who can be depended upon must be entrusted with this duty. But at all stations where it is possible, an agent should open and scan over every letter, retaining those for personal investigation which indicate a want of system or disclose carelessness. When this is not done, letters may be destroyed and errors and blunders hidden. Here a few words may be said on the subject of carelessness. An agent should particularly guard against forming an erroneous judgment between a casual error and a careless error. If you continually censure and upbraid men for committing trivial casual errors, you weaken the impression which your corrections ought to have upon your staff. This is an error into which peevish agents often fall, thinking no attention will be paid to their orders unless they bluster and put themselves into a passion. This, continually done, produces the contempt of subordinates, who after a time do not think you are in earnest unless you storm. It leads, also, to incessant strife, dissension, and wrangling, which tends to the discomfort and corruption of willing, striving men. Correction and reproof, when applied deservingly, in a cool, severe temper, have a good result, but passion and hard words produce only a sullen, dogged obedience, and destroy willingness and respect.

It is quite as important that an agent should *sign every letter that leaves his station* as that he should see every letter that arrives. If not, he is quite in the dark, and his clerks may write all sorts of stupid nonsense with his name beneath. Allow no one to use your name when avoidable, because (1) you grant a license for paper squabbles; (2) you have no check as to how long a time letters may be nursed before being answered; (3) you have no check that proper answers are given or cases properly treated.

It is the best plan to require your correspondent clerk to pin together the letter received and the answer which he writes. You can then see how each case stands, and, *by observing the date of the letter received, you can see if*

it has been duly answered. Where an agent signs, perhaps, a hundred letters a day, it is impossible to go into the facts of every case, and much must be accepted unquestioned. While your clerks know the letters pass under your eye, they do not know which you may or may not question, and, while they are thus kept on the *qui vive*, they will, as a rule, do their best.

When a letter pointing out an error which has a bad appearance comes before you, investigate until you ascertain the cause, and strive to invent some plan that will prevent it occurring again, except from carelessness or inadvertence. Let the plan be such that the whole blame will rest on some one individual, without leaving room for argument or disputing. Encircle men so that they must admit they have been wrong.

Promptness is imperative in correspondence. Lay it down as law that no letter received after a certain time in the afternoon shall remain unanswered that day. If all stations did this, a reply to a letter would be received at the inquiring station on the second morning after such inquiry was sent. That is, the letter is sent on Monday, reaches on Tuesday, is answered the same day, and the reply received on Wednesday morning. Few stations in ordinary working can be depended upon to give the reply on the day of arrival. It is more frequently the fourth day before the reply arrives than the third. In this respect a reformation is sadly wanted. Every correspondent clerk or agent should clear off all letters every day, and so do the day's work in the day. There are, of course, exceptions, where too much work is put on one man or where particulars cannot be obtained, but, as a rule, the practice should be adhered to.

Conciseness and brevity, with clearness, save labour to the writer and reader. Some men introduce so much extraneous matter into their composition that it is vexatious to have to read their letters. They appear not to be able to see the points of a case, but give a narrative like a gossiping woman's. They should fancy themselves the receivers,—the persons who have to act upon the facts represented. This might teach them better, and show them their failing. A man who writes in this way is not a man of action or decision; neither has he been used to judge or decide, or he would give only the facts which are necessary to form a judgment. There may be too much brevity, and some go to this extreme, which is equally as bad as the other. A concise explanation of facts bearing upon the point at issue

is what is required. When addressing managers, practical men do not want rubbish, but facts, for and against, to judge from.

The sooner a letter or inquiry can be decisively replied to the better. Do what is asked at once, if it is reasonable: if unreasonable, refuse decisively. Some correspondent clerks will bandy letters backwards and forwards for weeks, merely to put off for the moment looking for an old book, or the trouble of calling upon a trader, or thoroughly going into the case. This creates work for all concerned in the correspondence, even for the procrastinator himself. The matter has to be settled at last, and it may as well be done with credit, and in a way that involves the least labour and odium to the station.

There are two systems of copying and preserving correspondence:—(1) Registering and copying on loose tissue paper, and gumming into a guard skeleton book, in progressive number order, the tissue copy of the letter sent and the reply received; (2) Registering and copying into tissue letter books and preserving the replies, in bundles, in the same progressive number order as the letter sent. The latter of these methods will be first described:—

LETTER REGISTER.

D I

Received Interrogatory.			Forwarded Initiatory.			Subject.
Current No.	Old No.	Station From.	Station To.	Current No.	Old No.	
		January 15, 1859.				
420		Dudley.	Stafford.	521		Jones, box missing.

The advantage of a well-conducted correspondence is, that any matter which has been written upon can be *quickly* found. It is the best plan to

divide the correspondence into what may be termed the initiatory and the interrogatory. Register both separately when despatched, not when received. The first named is that emanating or *sent from* a station, asking for information; and, if this information be not duly furnished, a second, third, or fourth application has to be made. The second is that which is *received* asking for information. By carrying on separately the correspondence, which it rests with you to keep alive, it is much easier to repeat letters and push matters to a conclusion. In fact, you condense all matters together in which you have to take the initiative and obtain a reply from another station. All such letters register progressively in "current I" column. When six or eight letters are written on one subject it is very tiresome to look in six or eight different places in the letter book for the letters sent, and to six or eight places in a bundle of letters for the replies received,—the latter more especially. To prevent this, use the number of your first letter for each successive letter written afterwards on the same subject. The reader may then say that in tracing correspondence to find replies you must turn back to find the number of the first letter sent, and in seeking this you may be as long or longer than with the ordinary method. To obviate this, register every letter the day it is sent; but if it is an I letter, and the second sent on the same subject, instead of giving it a current number, let it go under the same number that was given to the first letter, and *and put that number in the "old number" column.* There need be no difficulty to learn that number. Suppose Liverpool to write to Dudley, January 15, on I 40, Dudley people reply that they will make inquiry. Immediately on receipt of this reply Liverpool, *to keep the initiative,* writes again January 17, still on I 40, to say they wait a decisive answer, and at the time of writing have Dudley's letter before them to obtain the reference from. Liverpool will check off I 40, January 15, as being answered; but suppose Dudley neglects to send the decisive answer, then the Liverpool repeating clerk, when he comes to I 40, January 17, finding it unchecked, will again repeat, and check it, because he carries it forward, and so on for any number of applications. Adopt the same principle with D letters, as far as working them on one number. Suppose you want to trace the replies received from a station on a certain case: *if you can find an entry of only one letter sent it gives you the number, and by that number you can turn to the place in the bundle of replies where every reply that*

has been received on the case is or should be preserved. How much time this saves in referring correspondent clerks may judge.

It must be understood that no notice is taken of the folio of the letter books, but the letters are copied in progressive numerical order after they are registered, and at the time of registration the letters that are preserved in bundles are numbered. It may be said, how would you find a letter worked on an old number in the letter book without looking through all the letters sent on the day it was registered? By its being copied in the same order as registered, you look for the current number it follows.

An objection may be made to registering the letters when the replies are written instead of when the letters are received, because letters may be lost or secretly destroyed. Watching the dates of the letters when the replies are signed is a check on the correspondent clerk that he duly replies, and, if letters are purposely destroyed, "repeats" will be sure to arrive, which will tell the tale *to him* who opens his own letters.

It frequently occurs that a letter may be received, say, at Liverpool, from Dudley, to trace goods forward. The letter from Dudley will be registered at Liverpool in D, and an initiatory letter sent to Stafford (the transhipping station) would be reference on the same line in I, as it would be Liverpool's duty to repeat, if necessary, and extract a satisfactory answer from Stafford without Dudley repeating.—(See form.)

In cases where the receiving station is not required to take the initiative, but merely supplies information when demanded, register in D.

Copying replies on loose tissue paper, and gumming them and the letters into skeletons or blank books opposite each other, is indisputably the best plan, because (1) correspondence is easier of reference; (2) it is better protected and preserved, though there is no denying that it causes more work in sorting the letters and gumming them into their places.

When adopting this plan, it is better to number and reference the letters on receipt. As the letters are referenced, so they should be progressively numbered and marked, and the number then given is used for the reply, so that, when the letter is before you awaiting an answer, it bears the number which is to be used for the answer. It is best for the replies to be written and kept in the same numerical order as the letters as far as possible, as they can then be copied on the loose sheets in order, and there is no trouble in sorting the loose copies preparatory to gumming them into

the skeletons. This method does not interfere with "initiative" or "interrogatory" correspondence being kept separate and in separate skeletons. At a small station one skeleton would answer, keeping one end for D and the other for I letters.

A correspondent clerk should never allow a letter to leave his possession without getting a receipt in a mem. book for the purpose. If letters are passed to other clerks, to supply information, their initials should be obtained, otherwise, if they forget, the correspondent clerk, having lost his document, may likewise forget, and so the letter is not replied to, and a second application comes, which has a bad appearance. Second applications, and written demands for returns not received, should be the horror of an agent.

In cases of advices of damages, breakages, or deficiencies from receiving or transhipping stations, a remark should be made in the invoice book, as further correspondence may be expected. If this is not done, it gives rise to much trouble and loss of time in searching through the letter register to see if a station has, or has not, given advice of a damage for which a claim arises. When replying to advices of damages, &c., *particular care should be exercised to observe whether the goods were loaded through or not.* If not loaded through, and the transhipping station has given no advice, the company between the transhipping station and the place where the damage occurred *is responsible.*

In cases where goods or trucks are reported as having been received uninvoiced, it is customary to send copies of invoices with the reply to the advice. When the replies are written, copied, and sent at once, well and good; but it more generally happens that such replies are not sent until the close of the day, when the letters are despatched. Therefore, immediately on receipt of an advice that goods are uninvoiced, send an invoice off per next train, and answer the letter in the ordinary course, saying, "Copy of invoice sent per such and such a train this morning."

Advice of goods refused should invariably be sent on the same day that the refusal takes place, because, should they deteriorate through a delay between the time of refusal and the advice to the sender, the company may be held responsible. This has particular reference to casks containing tobacco.

In repeating letters, it is frequently the practice simply to ask for a

reply to the previous letter, giving its reference number. This is an uneffective plan, because, as a rule, letters, when not answered in a reasonable time, have been mislaid or lost in transit; therefore, it is useless to refer to a former letter when the chances are that it cannot be found. The surest plan in repeating letters is to repeat them in full, then no time is wasted in furnishing copies. This only refers to a case where the first letter has not been acknowledged. Where it has been acknowledged, then a printed form, asking for a further reply, is suitable.

Every letter received should be retained as a record, and a reply (of which a copy is kept) sent in answer. On no account should answers be sent on a turned up corner of the letter received. This practice is slovenly and vile. If adopted generally, no system of correspondence can be carried out, for there is no record of either letters received or replies given.

At many stations the clerks write their own correspondence, which is often, from the arrangements of the staff, unavoidable. The propriety of this plan, however, is questionable, as correspondence discloses all matters affecting the management, and, therefore, it should be centralized as much as possible in the agent. When the correspondence is too voluminous for this, it is necessary to centre a portion of it in the charge of a deputy, or correspondent clerk, who will drudge through the investigation, and present to the agent the disentangled facts for settlement and adjustment. A correspondent is enabled to devote time to this which is his particular business. It is difficult to get it properly done by clerks whose duties have particular reference to other portions of the detail,—perhaps to invoicing or delivering. Besides, they will gloss over errors of their own, and conceal them from the agent, which a correspondent clerk (if he is a good one) will not. For these reasons it is suggested to use one or more report or memoranda books for the entry of all matters upon which letters are to be written. It would be only necessary for the clerks making the entries to give the condensed heads or substance of the subjects. In this way everything would come under the correspondent clerk's notice, as he would write the letters from the book.

The despatching and receiving of letters and invoices should be arranged so as to occasion as little delay as practicable. It is a good plan to have on the passenger platform a letter-box with two divisions, one for letters inwards, and the other for letters outwards. This prevents letters being thrown

and leads to a general understanding that there is an appointed where they must be deposited. If the goods are under a different gement to the passengers, this plan is particularly necessary. In this the goods messenger lad will fetch the inward letters, which he should on the arrival of every through train, so that no delay takes place by ters remaining in the box after arrival. The carriage of letters is greatly cilitated by their being clearly and legibly addressed. *All letters to reign lines should have the route written on them as well as the name of the ompany.* It is wrong to allow this to be neglected under the idea that the guards will know. They do not always know the entire geography of the country, neither can it be expected that they should know the route to every place. Guards on through trains have little time allowed to perform the work devolving upon them, therefore the labour of sorting letters should be made as light and easy as possible.

REPORTING CLAIMS.—A good deal of judgment is requisite in reporting claims, so that all the points may be distinctly shown, and yet only such matter introduced as circumstantially relates to the question at issue. A careful view of the case must be taken, so that the investigation of the facts may be started upon that division of circumstances out of which the claim originates. After the primary facts have been acquired from this starting point, the mind will then expand and grasp the outside relative circumstances. In order skilfully to deal with claims, it is necessary to have an aptitude for sifting evidence, so as to cull the debatable points which fairly and justly offer grounds for contest.

Having taken in the leading features of a claim, and satisfactorily arrived at the conclusion that a right of claim exists, it then becomes a question to compute the equitability of the amount. This is generally a difficult point to arrive at, because the facts bearing upon it are hard to acquire, owing to their particular relation to the claimant's business. That which, to a casual observer, appears to be an injury to goods, may in reality be no injury, because it does not impair their utility for the particular purpose to which they are intended to be applied. Acrimonious tradesmen, however, will avail themselves of a trifling fault upon which to base a claim, when actually they have sustained no loss. To estimate the justnes

of the amount of a claim it is needful to dive into the claimant's business a little, to see the bearing points which really have occasioned the loss.

Having thoroughly grasped the full bearings of a claim case, it is essential to hold it up to view in two lights: (1) politic; (2) legal. If a claimant is a good contributor of traffic, and can avail himself of an opposition conveyance, it is suicidal, for perhaps a few shillings, to decline his claim, and so offend him. This, however, is constantly done with the foolish and illogical explanation that the claim is declined "on principle." If the claim amounts to several pounds, it is then of sufficient importance to allude to a principle that may pervade it, but when it is only for a trifling amount, to quote the principle is to quibble and evade. If a trader makes a heavy claim, and quotes as a reason why it should be paid that in a previous and similar case a small claim was liquidated, it is then time to explain the "principle" feature. Where there is no policy involved, that is, where the claimant is only a chance contributor of traffic, or where he is unable to avail himself of an opposition conveyance equally desirable, it may be well to consider the legal bearings of the case, and, if the claim is unjust or exorbitant, to take advantage of a legal point to refuse to entertain.

To take legal proceedings a claimant should be the legal owner of the goods, otherwise he may be nonsuited. It has been ruled that where a sender pays carriage he is the legal owner until the goods are in consignee's possession. Where consignee pays carriage the goods are his when the sender delivers them to the carrier. Generally the right of claim is the strongest with the sender, because he contracts with the receiving company to convey and deliver the goods to the consignee in the same condition as they were received, and in reasonable time. If either of these provisions is not fulfilled, the receiving company fails in the contract with the sender, who has a legal claim for recompense. If the receiving company contracts to carry beyond its own line, the other companies over whose lines the goods may pass are legally the "agents" of the receiving company, and are only amenable to that company. Hence it frequently occurs when a consignee or sender claims from the company delivering, and that company cannot arrange a settlement with the receiving and contracting company, that the consignee or sender is referred to the contracting company to take legal proceedings.

During the investigation of claims it is not sufficient simply to trace

what was done and what ought to have been done. It is of importance to learn, in addition, the particular person who neglected to do what ought to have been done, or who did what he ought not to have done; also, whether there is a lack of system to assist in producing correctness. *Half the utility of investigation is lost if the sustaining of system, and the improvement of organization, are not coupled therewith.*

Claims generally result from mishaps or mischances, and, with few exceptions, may be classified under the following heads:—(1) Delay of goods in transit; (2) total loss of goods; (3) damage by wet, breakage, leakage, pilferage, deficiency, or otherwise.

Where goods are entirely lost there is no alternative but to pay for them; and in such cases it is well to make a speedy settlement and claim the virtue of doing so. The claimant, it must be borne in mind, can only demand the cost price, or the rate at which he is charged in accordance with his invoice. It is a good plan in such cases to require the claimant to produce the invoice from the sender, on the ground that it will be highly satisfactory to all parties for it to be submitted.

With claims for delay of goods the first question is,—was the time occupied in the transit of the goods unusually long and unreasonable? If so, then there is a right of claim, and the question is resolved merely into the checking of the computation of the amount. A tradesman cannot claim for a loss of profit which he would have made in selling the goods in the ordinary way across the counter, provided he had obtained them without any delay occurring. His legal claim can only be for the depreciation in the marketable value at the time of delivery. If the goods were ordered and intended for a special market, and, in consequence of unreasonable delay, the market is lost, then a claim for a loss of sale may hold good, provided that the company was clearly given to understand, when the contract was made, that the goods were intended for such market. In the majority of cases claims for delays resolve themselves into claims for damage by loss of sale or deterioration, and the settlement becomes a question of estimating claimant's real loss.

In cases of damage, the first point to raise and satisfactorily determine is, the condition of the goods at the time the carrier accepted responsibility. *If a receipt* without remark has been given to the sender, that point is *soon settled.* Occasionally, claims for damages are declined on the plea

that the goods were not sufficiently protected by the package in which they were enclosed. This will not hold good legally; because, supposing such is proved to have been the case, the carrier should have declined to undertake to carry, and thus have protected himself in the first instance. If goods can be proved to have been inwardly imperfectly packed, then the carrier cannot be held responsible for damage, because he accepts the goods in good faith, not knowing the imperfections which render them unfit for carriage. Many kinds of goods are carried loosely, which are unfit to bear railway carriage, although for years back they have passed safely by canal, and hence traders continue to forward them according to custom. In many cases there is room for improvement and alteration in this respect. Take lumps and titlers of sugar and new cheese, for instance: both should be packed in hhds. or boxes, or they ought to be charged a very heavy rate, at owner's risk. Some goods, owing to the state of the weather or other causes, will become damaged, as in the case of ale and porter bursting the casks. The carrier cannot be held responsible in cases of this kind. Where claims arise on station to station goods the company can generally be held responsible, notwithstanding that the sender loads and the consignee unloads; because, legally, it is the company's duty to see that the number of packages is correct; that they are in good condition, and are safely loaded. Less a few exceptions, a carrier is responsible for all damages that occur to goods while in his charge, whether from breakage, pilferage, leakage, crushing, or deficiency.

The slow and tedious settlement of claims is most vexatious and mortifying to all sections of traders, and exceedingly troublesome to railway officials. It would be really a work of charity if some one would devise means to simplify and expedite the present system. The papers that accumulate in the investigation of claims are often enormous in amount; and the expansion and pliability of memory necessary to contain the facts of a large number of claims during the time they are being inquired into is endless. It is a question whether the present system is not unnecessarily too centralized and contracted as regards its operations with reference to small claims. By way of throwing out a suggestion, the following proposition is advanced:—That with all foreign claims under 5s., 10s., or 20s., it should be competent for either terminal manager to settle according to his own judgment,—of course advising his brother manager of having done so.

This would be extending the principle now in operation with foreign overcharges under 1s. With regard to local claims under 5s., the discretionary power might be delegated to the agents at first-class important stations, and the amounts paid upon their recommendation without further investigation. Surely a responsible and practical agent is quite as capable as a claims' clerk of determining whether or not a 5s. claim should be paid. Indeed, the knowledge of the former respecting the claimant and his position would enable him to bring to bear a more judicious policy in dealing with a case of the kind.

To avoid the omission of necessary information many lines have a particular kind of form for claim reports, something like the following :—

——— *Station,* ——— 186

REPORT TO GOODS MANAGER ON ——— CLAIM

of £——— *for* ———.

Date.	From	To	Invoice.	Waggon	Article.	Weight.	Paid-on.	Rate.	Carriage	Dr.

Consignee .....

Goods Forwarded.

Receiving Clerk or Porter .....

If any, and what remark .....

Loading Clerk ..... Weigher .....

Loader .....

Time received ..... Time loaded .....

Time Waggon departed .....

Goods Received.

Date and time Waggon arrived ..... Invoice received at .....

Consignee advised at ..... Copy of Signature held .....

Time unloaded .....

Checker ..... If any, and what remark .....

Date and time delivered ..... Whether carted or not .....

Deliverer ..... Copy of Signature .....

If any, and what remark .....

REMARKS—Giving name of party in fault.

HINTS.—It was intended for the following form to appear under "Economy," in page 27, but it was omitted through an error. It is a form suggested for the purpose of contrasting the working expenses and the earnings of a station :—

———— *Railway.*

STATEMENT OF RECEIPTS AND EXPENDITURE.

———— *Station.—Month of* ———— 186

Dr.	£ s. d.	£ s. d.		£ s. d.	Cr. £ s. d.
Labour :—Agent ... : : :			Nett Receipts		
Clerks ... : : :			Demurrage		
Porters ... : : :			Cartage		
Extra :—Clerks ... : : :			For W'house Storage		
Porters ... : : :					
Additional Accommodation and Alterations, viz.					
£ s. d. £ s. d.					
Stationery, : : : Stores, : : :					
Gas (No. — regular burners) ...					
(No. — occasional)					
Oil (No. — gallons)			Forwarded Local...		
Coal (No. — fires | No. — tons)...			Received Local.....		
£ s. d.			Forwarded Foreign		
Shunt Horses (Cost : : :			Received Foreign...		
(Expense : : :					
(And any other items that may occur.)					
Balance					
£			£		

				£ s. d.
Goods.			Cost ⅌ ton Clerkage...	: : :
Coal.			Do. Porterage..	: : :
Minerals.				
Total Tons.				

2. Strive to work in unison with all about you, so that you may gain their goodwill, and, when necessary, their co-operation. This policy furthers the company's interests and facilitates the work.

3. When submitting a case to goods manager for the reduction, or new quotation, of a rate, furnish every information which he may require to form a politic judgment on the matter, viz., applicant—station to or from—whether station to station or carted—description of goods—when to be forwarded—weight—probability of developing a regular traffic in the particular commodity—rate charged by other conveyance, if there should be any other.

4. Keep on good terms with the travelling auditor, and if you can gather from him suggestions whereby the working of the station may be improved it is advisable to do so. Consider him, and treat him, as one who suggests improvements, and do not shun him as an objectionable inspector. Recollect that where a station is worked well a travelling auditor, by his reports, helps to make the agent's reputation.

5. When questioning the probability of a package having fallen off in transit, it is very useful to know whether the truck was high sided or low sided; therefore require the checker or shipping clerk to note this information with all trucks loaded.

6. Make the shunter, or man who marshals the outward loaded trucks, *the check* to prevent waggons leaving the station improperly loaded or overloaded, with flattened springs. Require him also to report trucks received in this way, so that the sending stations may be cautioned. The outside man, having a clear view of the springs of the trucks, can better judge of the bearing of the load than the platform porters.

7. If a carter receives a package containing valuables, and the sender states the value on the consignment, should it be lost, he can claim for the full amount, although only the ordinary rate may have been charged.

8. Never be induced to guarantee the time of arrival or delivery of goods which you may be sending forward.

9. Allow no empty packages to be deposited on the station without a consignment and the carriage being paid.

10. Occasionally test the correctness of weighing machines and scales, also the working condition of cranes and other station appliances.

11. Require a daily return of the numbers of all sheets on hand: (1) to

know the total number on hand; (2) to insure that sheets are folded up, and the numbers chalked outside.

12. When sundry goods entered on one invoice are contained on two or three waggons, the waggon on which each package has been loaded should be shown opposite each entry.

13. Much demurrage on folded sheets may be avoided by sending way-bills to the junctions, to insure the clearing house number takers catching the numbers, and thereby clearing your company.

14. To avoid your company being compelled to participate in claims for loss or damage done to goods that may have been transhipped at your station, it is necessary that all tranships should be carefully inspected when unloaded and reloaded. All packages damaged, or containing tea, tobacco, spirits, &c., should be weighed with great exactness, and the weights noted in the transfer book.

15. To prevent goods being overlooked that are laying to order, or till called for, it is of service to take stock of all goods on hand every month, in a book kept for that purpose. A return of this kind is very useful when going over the items outstanding for goods stored in the warehouse.

16. Inwards local goods, without invoice, should be reported by telegram as uninvoiced when practicable. When trucks arrive from foreign stations without invoice, an advice should be sent as speedily as possible, but certainly on the same day, and sometimes by post. In either of these cases, when consignees are strangers and unknown and demand the goods, require such an amount of deposit to be made as will be likely to cover the carriage, unless a receipt can be produced showing that the carriage was paid at the receiving station.

17. If a shed clerk or porter allows consignees to take goods away without having first paid the charges, and given a signature, he should be made to pay the carriage and obtain the receipt, or be dismissed the service.

18. Where carting agents deliver the goods, require the clerks who enter up the delivery books or sheets to make a weekly or monthly report that they have made an examination, and find in all cases signatures have or have not been obtained.

19. Avoid becoming the arbitrator between sender and consignee, by giving weights of goods, or in any other way.

20. If goods have been delivered to a consignee, and a signature obtained, do not accept possession of them again without a proper written consignment to forward.

21. To preserve regularity in the movement of traffic, report to goods manager, or to the proper officer, all cases where outward loaded trucks are not duly taken on by the goods trains the same day that they were loaded.

22. Agents at junctions should require the outside staff to keep a sharp look-out to detect bad loading, bad sheeting, damaged trucks, and folded foreign sheets without waybills, so that the goods manager may adopt such steps as may appear necessary.

23. Curb the practice of cursing and swearing which is rather prevalent among porters, carters, and shunters; and point out the absurdity of the idea that it instigates accelerated action.

24. Caution your men as to signing for the weight or measurement of grain or goods carried in bulk, unless they see such goods weighed or measured. In such cases the signature, with the remark added, "weight and measurement unknown," should satisfy senders.

25. Economize waggons as much as possible; for even with the greatest care considerable loss arises in working them. (1) Avoid loading your own waggons foreign *with less than a ton*, as your company then gets no mileage, (except under Clearing House Rule 122, edition 1861,) when, if they contain a ton, an allowance of an eighth of a penny per ton per mile is made. (2) Remember that a foreign waggon, loaded with no less than a ton, can be sent to any station without the infliction of the penalty for wrong sending, provided such waggon will pass over not less than 25 miles of the parent line,—the parent company getting a mileage on 25 miles, being equivalent to the truck having reached home and then been again loaded foreign. (3) Bear in mind that foreign waggons received from the parent line, with a ton or more of goods for transfer, may be sent forward with the said ton of goods, but the clearing house must be advised on the proper form, so as to explain the cause of the truck being sent on.—(Clearing House Rule 153, edition 1861.)

26. Promptness in reporting damages, on inward goods or transhipps, frequently prevents foreign companies creeping out of participating in claims, on the plea that they were not duly advised.

27. Transhipping stations are responsible for issuing circulars and

tracing goods that are missing which were last forwarded from them. If your station is the original sending station, force the transhipping station to perform this duty, and if there is any procrastination, urge them by quoting Clearing House Rules 67 and 95, (edition 1861.)

28. Company's delivering trucks, at junctions, effect delivery, and cease to be responsible when the trucks are placed on the siding, which is the acknowledged place of receipt of the company taking the trucks forward.—(Clearing House Rule 87, edition 1861.) This is important in cases of pilferages at junctions.

29. Clearing House Rule 109 (108 edit. of 1860):—"Returns are prepared monthly, showing the number of errors made in the accounts of traffic sent to the Clearing House by the station agents of the respective companies, and pointing out the companies who are late in sending their abstracts, and these returns are transmitted to the companies concerned."

30. The fact of foreign waggons being received without invoice does not exempt them from demurrage.

31. Until lately great difficulty and uncertainty has existed in distinguishing the ropes of different companies: this may now be avoided by referring to the distinctive marks given in page 42 of Clearing House Rules for 1861.

32. Consignment notes are best preserved by being gummed into paper skeletons in progressive numerical order.

33. The failings of an agent are very likely to become the failings of his staff, because like begets like, and a man must scrutinize very closely to perceive and check defects like his own.

34. Nothing is lost by proper politeness and attention to messengers from head quarters.

35. Make one man responsible to see that goods in waggons partly unloaded and in the yard do not get wet.

36. A staff should have it impressed upon them never to allow strangers to inspect books and documents, and to be circumspect in allowing employés of other lines to obtain information which may be turned to disadvantage against their own company.

37. Have every man guaranteed who is likely to handle cash, and allow no one to hold money longer than is avoidable, as it cannot be safer than when lodged in the bank.

38. Damages to goods may be prevented by checking and reporting goods guards for making reckless flying shunts.

39. Never allow a ledger account to remain unpaid an unreasonable time without reporting to head quarters. In cases of through traffic, if clearing house is not advised within two months after an account becomes due, and it should turn out a bad debt, the company having to collect the money has to bear the whole loss; but if such advice has been given, the other companies participate in the loss. It is therefore wise to comply with the rule of advising in all cases where money is not paid within the time of limitation, whether the person owing it is doubtful or not; but this must be done through your manager, and not direct to clearing house. In like manner, paid-on's for sea freight, &c., not collectable, are divided between the companies interested in the traffic, provided the receiving company has not been negligent.

40. The terminal allowances on traffic are as follows:—

Carted traffic at London	8/6 per ton.
„ „ elsewhere	4/0 „
Not carted traffic	1/6 „
Live stock traffic	1/0 per waggon.
Delivery of parcels 2d. each, and collection	1d. each.
Fish by passenger train, station to station	1d. per cwt.
Butter, fruit, eggs, and poultry „	1d. „
Minerals (excepting coal and coke)	9d. per ton.

These fixed amounts enable you to compute to a nicety the sum apportioned out of the traffic receipts for the working of your station. Make a monthly comparison of the relative bearings of the terminal allowances and the station expenses, one to the other. It is seldom that expenses are viewed in this way, although it is the most correct. No better data can be compiled to show economy in station management, and it has the additional advantage of bringing matters to a focus, whereby an agent may see, month by month, the amounts saved out of terminal allowances.

41. The examination of daily returns of foreign trucks on hand, showing the dates of arrival, prevents their being overlooked and demurrage accruing.

42. If an agent signs *all* the returns rendered from his station he may check the regularity of their transmission.

43. When tissue copies of all returns are taken in a book specially set apart for the purpose, the labour of recompiling returns is avoided when copies are required.

44. When newly taking charge of a station, an idea of the state of things and the proficiency of the staff may be quickly ascertained by making an inspection as per list of questions.—(See Inspection.)

45. A knowledge of the residence of each member of your staff enables you to find any one of them out of business hours; hence it is desirable to keep a registration list.

46. When goods are picked up on the line, if no address indicates their destination, a report of the circumstance should be sent to goods manager same day.

47. The strong recommendation on the part of an agent to his porters will generally lead them to belong to some provident society, and then when accidents occur subscription lists and appeals to the company are unnecessary.

48. An agent at a junction should require the number-takers or wheel tappers to record in a handbook for the purpose all damages that trucks appear to have sustained.

49. An agent would be warranted in preventing a goods train from proceeding on its journey if a guard's break van was not the last vehicle on the train, unless the rules of the line made such a practice permissable.

50. Make one porter responsible for folding up sheets; covering up goods unloaded in the yard; and for preventing sheets hanging from waggons and dragging on the ground, whereby they may be cut and damaged.

51. Where books are not supplied from the stores in the particular form suitable to gain a special result sought, rule a foolscap book rather than neglect the attainment of the result.

52. Never stop goods in transit, however clear the applicant may make his case appear, without a written guarantee whereby the company are held harmless.

53. It is advisable to occasionally check the promptness with which advices of goods arriving are delivered to consignees.

54. Repeating letters unanswered should be confided as a duty to one person, who should carry it out regularly and perseveringly. The importance of repeating those letters to which answers are due cannot be too

highly estimated, more especially where you have to acquire information for the public. If a trader is waiting information which you have promised to furnish, and you do not obtain it in a reasonable time, he attributes the failure to you, however you may endeavour to explain it away.

55. If carting agents have written notice that they will be charged carriage on all empty packages which they bring in, they will take care to obtain the carriage before accepting the packages.

56. Particular care should be taken to note in the tranship book the exact *time of arrival and departure of tranships*, and this matter should be well looked after to see that it is done.

57. The labelling of books on the outside facilitates their being distinguished; and, if the periods during which they have been in use are also marked, a particular book wanted may be picked out quickly from amongst a great number.

58. In certifying the correctness of overcharge sheets, it is essential to make some note of having done so, in case an attempt is made to get two sheets certified at different periods for the same amount. It is a good plan to make a memorandum on the tissue copy of the invoice, because the invoice must be referred to in order to check the second sheet should one be sent.

59. Never let your energy flag owing to an outburst of temper on the part of a superior officer. Trifles going wrong will at times occasion vexation to the best tempered men.

60. If goods are not on hand to represent items outstanding, have bills made out monthly, debiting the persons who have delivered the goods without obtaining the charges. If they are unable to collect the accounts, and neglect to pay them, deduct from their salaries, and report to head quarters.

61. In all matters requiring periodical attention, it is a good plan to note them on tablets under each day in the week. To engraft little additions on the system, or to sustain arrangements that have a tendency to looseness, it is necessary to be continually working them up.

62. To accelerate the loading of agents' carts, it is well to note the time each carter comes in and goes out. This information is useful to see the number of loads delivered during the day, in case the agents leave goods undelivered at the close of the day.

63. Nothing is lost by taking a walk round the yard and stables every morning, to see that matters outside have an orderly appearance, and that the shunt horses are properly attended to and appear to receive *all* the corn sent for their consumption.

64. Number takers at junctions should keep a sharp look-out for the numbers of trucks containing minerals, and a careful check should be in operation to insure the obtaining of consignments and the invoicing of every truck, otherwise an alarming loss may take place, as minerals are invoiced from junction to junction.

65. It is incautious to make a positive assertion regarding the performance of any matter on the ground of its being the ordinary routine that the matter in question *should* have been performed.

66. Make your shunters couple all trucks *closely together*, interlacing the two chains. Many breakages occur from trucks being coupled loosely, whereby play is given for buffers to bump together with force. Report guards and shunters to head quarters, who are neglectful in this respect.

67. An agent should not allow a firm, which has no authorized ledger account, to have credit through a porters' account, unless he gets the written authority of a superior officer; otherwise the responsibility of granting the credit rests with him.

68. When there is a scarcity of trucks, if a telegram is sent to the proper official every night, stating the number of empty trucks required for the next day's work, an agent cannot be held culpable if, for want of trucks, goods are delayed.

69. An Ordnance map which may be procured for sixpence, on the scale of an inch to the mile, is frequently very useful to ascertain the position and distance of villages adjacent to a railway station.

70. It is a most unwise proceeding to change servants immediately on taking charge of a station, because the more compact the staff the less the difficulties for a new agent to surmount in acquiring and mastering the peculiarities of his new charge.

71. Where pilferages are prevalent it is an excellent plan to arrange with the police to furnish an officer as a watchman. Where there are no night signals to attend this may be done, and the company may as well pay the police authorities as an ordinary watchman.

ABSTRACT OF OFFENCES

FOR WHICH

PENALTIES ARE IMPOSED BY STATUTE.

Every person who shall wilfully do, or cause to be done, any thing in such manner as to obstruct any engine or carriage using any railway, or to endanger the safety of persons conveyed in or upon the same, or shall aid or assist therein, shall be guilty of a misdemeanour, and, being convicted thereof, shall be liable, at the discretion of the court before which he shall have been convicted, to be imprisoned, with or without hard labour, for any term not exceeding two years.—3 and 4 Vict., cap. 97, sec. 15.

If any person shall wilfully obstruct or impede any officer or agent of any railway company in the execution of his duty upon any railway, or upon or in any of the stations or other works or premises connected therewith; or if any person shall wilfully trespass upon any railway, or any of the stations, or other works or premises connected therewith, and shall refuse to quit the same upon request to him made by any officer or agent of the company, every such person so offending, and all others aiding or assisting therein, shall forfeit to her Majesty any sum not exceeding five pounds; and in default of payment thereof, shall, or may be, imprisoned for any term not exceeding two calendar months.—3 and 4 Vict., cap. 97, sec. 16.

Any engine-driver, waggon-driver, guard, porter, servant, or other person employed in conducting traffic upon any railway, or in repairing and maintaining the works thereof, who shall be found drunk while so employed upon the railway, or who shall commit any offence against any of the bye-laws, rules, or regulations of the company, or who shall wilfully, maliciously, or negligently do, or omit to do, any act whereby the life or limb of any person passing along or being upon such railway or the works thereof respectively, shall be, or might be, injured or endangered, or whereby the passage of any engines, carriages, or trains, shall be, or might be, obstructed or impeded, and every person counselling, aiding, or assisting therein as aforesaid, shall be imprisoned, with or without hard labour, for any term not exceeding two calendar months; or shall, for every such offence, forfeit to her Majesty any sum not exceeding ten pounds; and in default of payment thereof, shall be imprisoned, with or without hard

labour as aforesaid, for a period not exceeding two calendar months.—5 and 6 Vic., cap. 55, sec. 17.

If any person shall pull down or injure any board put up or affixed for the purpose of publishing any bye-law or penalty, or shall obliterate any of the letters or figures thereon, he shall forfeit for every such offence a sum not exceeding five pounds, and shall defray the expenses attending the restoration of such board.—8 Vict., cap. 17, sec. 148.

If any person omit to shut and fasten any gate set up at either side of the railway for the accommodation of the owners or occupiers of the adjoining lands, as soon as he and the carriage, cattle, or other animals under his care have passed through the same, he shall forfeit for every such offence any sum not exceeding forty shillings.—8 and 9 Vict., cap. 33, sec. 68.

If any owner, lessee, or occupier of any mine lying under the railway, or any of the works connected therewith, or within forty yards therefrom, shall refuse to allow any person, appointed by the company for that purpose, to enter into and inspect any such mine, or the works connected therewith, every person so offending shall, for every such refusal, forfeit to the company a sum not exceeding twenty pounds.—8 and 9 Vict., cap. 33, sec. 77.

If any person shall wilfully pull down, deface, or destroy any toll-board directed to be exhibited, or any mile-stone directed to be set up and maintained by the Act 8 and 9 Victoria, chapter 33, he shall forfeit a sum not exceeding five pounds for every such offence.—8 and 9 Vict., cap. 33, sec. 88.

If any person, being the owner, or having the care of any carriage or goods passing or being on the railway, shall fail to give to the collector of tolls, at the places where he attends for the purpose of receiving goods or of collecting tolls for the part of the railway on which such carriage or goods may have travelled, or be about to travel, an exact account, in writing, signed by him, of the number or quantity of goods conveyed by any such carriage, and of the point on the railway from which such carriage or goods have set out, or are about to set out, and at what point the same are intended to be unloaded or taken off the railway, and to specify the respective numbers or quantities of goods liable to different tolls, or shall fail to produce his way-bill or bill of lading to such collector or other officer or servant of the company demanding the same, or if he give a false account, or if he unload or take off any part of his lading or goods at any other place than shall be mentioned in such account, with intent to avoid the payment of any tolls payable in respect thereof, he shall, for every such offence, forfeit to the company a sum not exceeding ten pounds for every ton of goods, or for any parcel not exceeding one hundred weight, and so in proportion for any less quantity of goods than one ton, or for any parcel exceeding one hundred weight, (as the case may be,) which shall be upon any such carriage; and such penalty shall be in addition to the toll to which such goods may be liable.—8 and 9 Vict., cap. 33, secs. 91, 92.

If any person travel, or attempt to travel, in any carriage of the company, or of any other company, or party using the railway, without having previously paid his fare, and with intent to avoid payment thereof; or if any person having paid his fare for a certain distance, knowingly and wilfully proceed in any such carriage beyond such distance, without previously paying the additional fare for the additional distance, and with intent to avoid payment thereof; or if any person knowingly and wilfully refuse or neglect, on arriving at the point to which he has paid his fare, to quit such carriage, every such person shall, for every such offence, forfeit to the company a sum not exceeding forty shillings.—8 and 9 Vict., cap. 33, sec. 96.

If any person send by the railway any aquafortis, oil of vitriol, gunpowder, lucifer matches, or any other goods which, in the judgment of the company, may be of a dangerous nature, without distinctly marking their nature on the outside of the package containing the same, or otherwise giving notice, in writing, to the bookkeeper or other servant of the company with whom the same are left at the time of so sending, he shall forfeit to the company twenty pounds for every such offence.—8 and 9 Vict., cap. 33, sec. 98.

If any locomotive steam-engine be used on the railway, not constructed on the principle of consuming, and so as to consume its own smoke, where coal or other similar fuel emitting smoke is employed, the company or party using such engine shall forfeit five pounds for every day during which such engine shall be used on the railway.—8 and 9 Vict., cap. 30, sec. 107.

If any person, whether being the owner, or having the care thereof, shall bring or use upon the railway, any locomotive or other engine, or any moving power, without having first obtained from the company a certificate of approval thereof, or if, after notice given by the company to remove any such engine from the railway, such person do not forthwith remove the same, or if, after notice given by the company not to use such engine upon the railway, such person do so use such engine, without having first repaired the same to the satisfaction of the company, and received a certificate of approval from the company, every such person shall, in any of the cases aforesaid, forfeit to the company a sum not exceeding twenty pounds.—8 and 9 Vict., cap. 33, sec. 109.

If any carriage, not being of such construction or in such condition as the regulations of the company for the time being require, be made to pass or be upon any part of the railway, (except in directly crossing the same,) the owner thereof, or any person having for the time being the charge of such carriage, shall forfeit to the company a sum not exceeding ten pounds for every such offence.—8 and 9 Vict., cap. 33, sec. 112.

If any person pull down or injure any board put up or affixed as required by the statutes for the purpose of publishing any bye-law or penalty, or shall obliterate any of the letters or figures thereon, he shall *forfeit, for every such* offence, a sum not exceeding five pounds, and shall *defray the expenses* attending the restoration of such board.—8 and 9 Vict., *cap. 33, sec. 136.*

EXTRACTS

FROM

ACTS OF PARLIAMENT FOR REGULATING RAILWAYS.

Punishment of Persons Obstructing Railways.

Act 3 and 4 Victoria, Chapter 97.

That from and after the passing of this Act, every person who shall wilfully do, or cause to be done, anything in such manner as to obstruct any engine or carriage using any railway, or to endanger the safety of persons conveyed in or upon the same, or shall aid or assist therein, shall be guilty of a misdemeanour, and, being convicted thereof, shall be liable, at the discretion of the court before which he shall have been convicted, to be imprisoned with or without hard labour, for any term not exceeding two years.—Section 15.

For Punishment of Persons Obstructing the Officers of any Railway Company, or Trespassing upon any Railway.

That if any person shall wilfully obstruct or impede any officer or agent of any railway company in the execution of his duty upon any railway, or upon or in any of the stations or other works or premises connected therewith; or if any person shall wilfully trespass upon any railway, or any of the stations or other works or premises connected therewith, and shall refuse to quit the same upon request to him made by any officer or agent of the said company, every such person so offending, and all others aiding or assisting therein, shall and may be seized and detained by any such officer or agent, or any person whom he may call to his assistance, until such offender or offenders can be conveniently taken before some justice of the peace for the county or place wherein such offence shall be committed; and when convicted before such justice as aforesaid, (who is hereby authorized and required upon complaint to him upon oath to take cognizance thereof, and to act summarily in the premises,) shall, in the discretion of such justice, forfeit to her Majesty any sum not exceeding £5, and in default of payment thereof, shall or may be imprisoned for any term not exceeding two calendar months, such imprisonment to be determined on payment of the amount of penalty.—Section 16.

Punishment of Servants of Railway Companies Guilty of Misconduct.

Act 5 and 6 Victoria, Chapter 55.

That it shall be lawful for any officer or agent of any railway company, or for any special constable duly appointed, and all such persons as they may call to their assistance, to seize and detain any engine-driver, waggon-driver, guard, porter, servant, or other person employed by the said, or by any other, railway company, or by any other company or person in conducting traffic upon the railway belonging to the said company, or in repairing and maintaining the works of the said railway, who shall be found drunk while so employed upon the said railway, who shall commit any offence against any of the bye-laws, rules, or regulations of the said company, or who shall wilfully, maliciously, or negligently do, or omit to do, any act whereby the life or limbs of any person passing along, or being upon such railway, or the works thereof, respectively, shall be, or might be, injured or endangered, or whereby the passage of any engines, carriages, or trains, shall be, or might be, obstructed or impeded; and to convey such engine-driver, guard, porter, servant, or other person so offending, or any person counselling, aiding, or assisting in such offence, with all convenient despatch, before some justice of the peace for the place within which such offence shall be committed, without any other warrant or authority than this act; and every such person so offending, and every person counselling, aiding, or assisting therein, as aforesaid, shall, when convicted upon the oath of one or more credible witness or witnesses, before such justice as aforesaid, (who is hereby authorized and required upon complaint to him made upon oath, without information in writing, to take cognizance thereof, and to act summarily in the premises,) in the discretion of such justice, be imprisoned, with or without hard labour, for any term not exceeding two calendar months, or, in the like discretion of such justice, shall for every such offence forfeit to her Majesty any sum not exceeding £10; and in default of payment thereof shall be imprisoned, with or without hard labour, as aforesaid, for such period, not exceeding two calendar months, as such justice shall appoint; such commitment to be determined on payment of the amount of the penalty; and every such penalty shall be returned to the next ensuing Court of Quarter Sessions in the usual manner.—Section 17.

Sheriff or other Magistrate empowered to try cases summarily.

That in all cases in which, by the present or the said recited Act for regulating railways, it is provided that offenders shall be taken before one or more justices of the peace for the place within which the offence was committed, it shall be lawful, in case the offence is committed in Scotland, to take such offenders before the sheriff of the county or other magistrate acting for the district within which such offence shall be committed, or where such offender shall be apprehended, without any warrant or authority other than this Act; and such sheriff or magistrate is hereby empowered and required, on the application of the railway company, to proceed in all respects as if the word "sheriff or "magistrate" had been substituted for the word "justice" in the said Acts, and shall be entitled summarily, and without a jury, to execute the powers thereby and hereby committed to him.

TREATMENT OF PERSONS INJURED

BY

RAILWAY ACCIDENTS.

Immediate Steps to be taken.

In all cases of railway accidents, prevent, as far as possible, the presence of idlers and officious persons, and all crowding about the injured parties.

Concussion of the Brain.

This is known by the person being insensible, or nearly so, and having a weak and somewhat quick pulse, cool skin, and feeble breathing. Place the patient on his back, with his head slightly raised. Loosen the stock or neckcloth—keep him quiet, and give no stimulants. If the skin remains long cold, apply heat to the feet and limbs, and when he is to be removed, lay him on a board, or flat piece of wood, if that is at hand, and carry him as much as possible in the horizontal position.

Fracture of the Skull.

If the bones of the head are evidently driven inwards, and the surface of the body is warm, keep the head *high*. In other respects adopt the same treatment as for concussion.

Bruises and Wounds, with Tearing and Separation of the Soft Parts.

Remove, as far as possible, all mud and dirt from the wound, by washing it with a sponge or soft rag dipped in cold water. Then replace the torn parts as well as can be done. Apply over the wound two or three folds of linen or cotton rag, (the first is preferable,) soaked in cold water, and keep them in position by a bandage or handkerchief rolled lightly round the limb.

Wounds where there is bleeding.

If the blood is dark-coloured, and flows in a continuous stream, it is easily arrested by placing over the bleeding point a piece of linen about an inch long and half an inch thick, and securing it to the part by a handkerchief or bandage, tied moderately tight. Until this is obtained, the finger must be held upon the bleeding point. If the blood is red, and comes in jets, the above may still be tried, but the bandage must be tied consider-

ably tighter. If this fails to stop the bleeding, a handkerchief must then be passed twice round the limb *above* the wound, and a rack-pin put beneath one of the turns, and twisted till the bleeding stops. One end of the rack-pin is then pushed beneath the other turn of the handkerchief to keep it from untwisting, and thus prevent the handkerchief becoming loose. These measures will be still more effectual if the following directions are attended to. If the wound is situated in any part of the leg below the knee, a large pad of linen, three inches long and two thick, and rolled up as tightly as possible, or a round piece of wood of the above size, and covered with linen, should be placed longways in the middle of the ham. The handkerchief is then to be applied *over* this, and the rack-pin inserted under one of the turns of the handkerchief at the front part of the thigh, opposite the pad, and twisted and fastened as already described. If the wound is *above* the knee, and the patient lying on his back, with the limb straight, the pad must be placed at the middle of the thigh, about an inch and a quarter near the inner than the outer part of the limb, and the rack-pin applied either over it (taking care that the pad does not slip) or somewhat to its outer side. In this situation the rack-pin ought not to be placed opposite the pad, from the risk of its slipping from the patient resting his limb on it. If the bleeding is from the forearm or from the arm immediately above the elbow, and does not stop by direct pressure over the bleeding point, the pad must be applied on the inner side of the fleshy part of the arm, and secured in the same manner as on the thigh or in the ham.

Severance of a Limb by a Person being run over.

In accidents of this kind the bleeding is not so great as at first would be imagined by a non-professional person. It, however, does occur, and the loss of a comparatively small quantity of blood may prove fatal during the continuance of the severe state of shock under which the patient is certain to be labouring. The same means are to be used for arresting the bleeding as given under the preceding head. The end of the stump is to be covered with linen soaked in cold water, and a tea-spoonful of wine or spirits, mixed with water, given every ten or fifteen minutes, until the patient somewhat revives.

Simple Fracture.

The fractured limb is to be put into as natural and easy position as possible, and the broken ends of the bone kept in their place, by putting a splint padded with cotton wadding, linen, or any soft substance, on each side of the limb, and secured by means of a bandage or handkerchief. The splints should be made of thin wood or pasteboard, each one two-thirds the breadth of the limb, and long enough to extend from the joint above to an inch beyond the joint below the fracture. For example, in a fracture of the leg, the splints must extend from the knee to an inch below the ankle. If wood or pasteboard is not at hand, wheat straw cut to the proper length, and half an inch in thickness, answers very well. Very great care must be taken in removing the patient, as, if the limb is handled roughly, the broken bone may be pushed through the skin, and the injury in consequence rendered very serious.

Compound Fracture.

This differs from simple fracture in there being a wound leading to the broken surfaces of the bone. The limb is to be put up in the same manner as in simple fracture. If the bones project through the skin, an attempt is to be made to reduce them by gently pulling the lower part of the limb. If this be unsuccessful, the limb should be placed in as comfortable a position as possible, and all haste made to procure a surgeon. If there is much bleeding, the means for arresting it recommended under the fifth head must be had recourse to.

Scalds and Burns.

Scalds are produced by hot liquids, and burns by solid bodies in a state of heat, or by fire. The effects are threefold, viz., redness with pain, blisters, and destruction of the part. For redness:—The part should be protected from the air by cotton wadding. If this is not at hand, several folds of linen, wet with cold water, must be applied, and kept wet by pouring water on them from time to time, without removing them from the limb. If blisters have risen, leave them alone, unless they are very tense, when they are to be pricked with a needle or pin. The wet linen is then to be applied. If the part burnt is brown or black, and is not painful to the touch, it is a sign that its vitality is gone. The wet linen is still to be used. If the burn is extensive, and much of the integument is destroyed, the patient, more especially if a child, will be in great danger of sinking from the shock of the injury. For the treatment of shock see next paragraph.

Shock of System.

By this is understood the great prostration of the system which follows any severe accident. It may be produced also by any sudden emotion, or by excessive fear. It is known by the lips and face becoming pale, the body and limbs being cold, and the pulse being hardly perceptible, while the person is not insensible, unless during fainting, which may occur from fright. The patient is to be laid flat, and have everything tight removed from the neck or chest. Heat, as far as can be procured, is to be applied to the body and limbs, and a teaspoonful of wine or spirits, the latter mixed with water, given every ten or fifteen minutes. It is difficult to give any precise directions about the treatment of shock to a non-professional person, as there are some injuries with which it may be confounded, and in which it exists, as concussion of the brain, injury to an external organ, &c.: in these, stimulants, if given, would be injurious. Therefore, perhaps, as a general rule, they ought not to be administered, except in cases of severe burn or scald, injuries attended with great loss of blood, and where persons are prostrated through fear only. When the patient is removed, care must be taken to keep the body in a horizontal position.

Dislocations.

In all cases of dislocation of the large joints, surgical aid should be procured as soon as possible: no attempt at reduction should be made at the time, from the risk of mistaking the injury, and producing still further mischief.

The *removal of injured persons* should never be effected in carts, or other jolting conveyances.

MANAGEMENT

OF

THE TELEGRAPH DEPARTMENT.*

The adoption of the Electric Telegraph upon railways has become so general, that in some cases the Government Inspector has refused to sanction the opening of a line unless the stations are connected together by the Electric wires. This being the case, it is necessary, in a work of this description, to draw attention to what may be termed the Telegraph Department. Every station master and clerk in charge will do well to make himself acquainted with the working of the apparatus fixed at his station, and to encourage the same duties on his booking clerk, goods clerk, or porters. He will then find himself in a great measure independent of the telegraph clerk in case of the latter being absent from illness or any other cause. It frequently happens that the duties of the telegraph clerk do not commence before eight, a.m., and cease at eight, p.m., and before or after these hours, whatever may be the wants of the service, there is no one who can send or receive a message. Moreover, a thorough acquaintance with the Electric Telegraph bids fair to become one of the qualifications of a railway inspector, superintendent, or manager, since the telegraph department now exercises great influence in the working of the traffic.

In the first place, you will have to learn your letters,—how to form them, and send them. This being done, you will know them by sight

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* The following remarks on this subject—one of much importance to station masters—have been kindly furnished by Mr. Robert Dodwell, District Engineer to the *Magnetic Telegraph* Company, who has recently laid out a most extensive system for the *Lancashire and Yorkshire* Railway Company.

when sent to you. From letters you proceed to short words, and, by practising daily for twenty minutes or half-an-hour with some other station, you will find little if any difficulty in working the telegraph. You will then have to learn the "calls," or signals, intended to designate the different stations, so as to know at a glance for what station in communication with your instrument any signal is intended.

Supposing EN to signify Euston, WV Wolverton, and RY Rugby, and Euston desires to send a message to Rugby, he will continue to point to the letters RY till Rugby sees the signal, and then stops him by holding over the needles, and replies RY. Euston then gives EN, which signal is also repeated by Rugby, who thus understands that Euston has a message for him, and immediately takes it, writing it down word for word, as received. It is a rule in the telegraph service that *no verbal messages shall be sent*, and the importance of this rule is clear to everyone who has had any experience in railway service. Every message should be written on a proper form. If a train signal, it should be entered in a book to be provided for the purpose, and no signal should be made until it is so entered. A slight error in signalling a train on one of the southern railways, caused by mistaking the time called out by a railway porter, was the sole cause of a serious collision, and of a verdict of "manslaughter" against the telegraph clerk.

The first duty daily is to call the attention of the station farthest on the circuit, both on the up and down side. Note the result carefully. If you are working right, all well; but if there is then, or at any time, an interruption to the communication, make a memorandum of it, as also when it ceases. The telegraph inspector will always give you information as to the way to detect whether it is on the up or down side of your station. Keep your apparatus clean. Ascertain the principle of working the battery line and instrument. It will often aid you, or enable you to aid others. It is easily learned, and will give you great advantages over those who will not take the trouble to look into the matter. Walker's "Manual," or that published by Weale, and compiled by Highton, will be the best guide you can have.

Messages should be as concise as possible, as only one message can pass along the wires at one time; all complimentary expressions should be avoided, and only so many words used as will convey the sense of the communication.

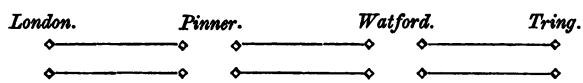
No unauthorized messages—that is to say, no message not on service, or not signed by some person who is authorized to make use of the telegraph, should be sent *on any pretence whatever*.

No unauthorized person should be permitted to enter the telegraph office.

No message should be sent when a letter by train will answer the purpose.

All cases of error, inattention, or delay should be immediately noted down, and a copy sent to the superintendent of the telegraph department.

The regulations for signalling trains vary on nearly every railway, but the simplest method is shown below where two wires are used, one for the up and one for the down line.



Supposing a train to leave London, he signals to Pinner "train on," and puts up his semaphore to block the line till the train has passed Pinner, who then signals back "line clear" to London, and signals on to Watford "train on," thus handing the train from station to station, and blocking up the line till he is advised from the distant station the line is clear. The telegraph stations may be only a mile apart, and in this case, or when used for tunnel telegraphing, trains may safely be run at intervals of two or three minutes.

Liverpool: Lee, Nightingale, and Co., Printers.

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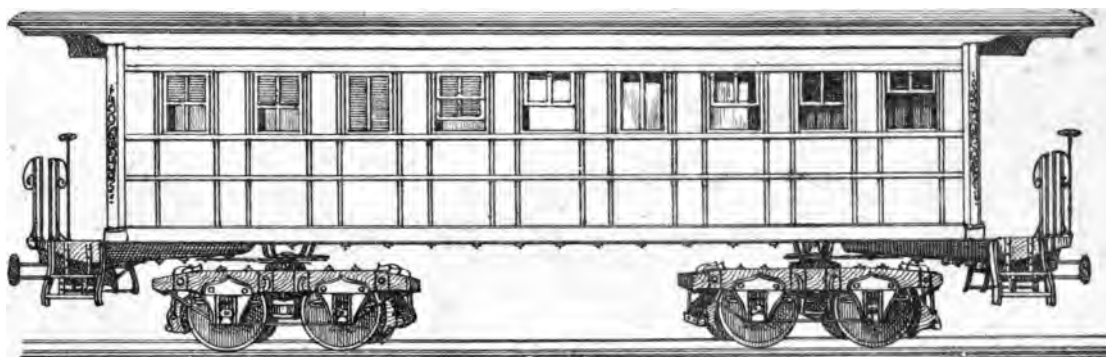

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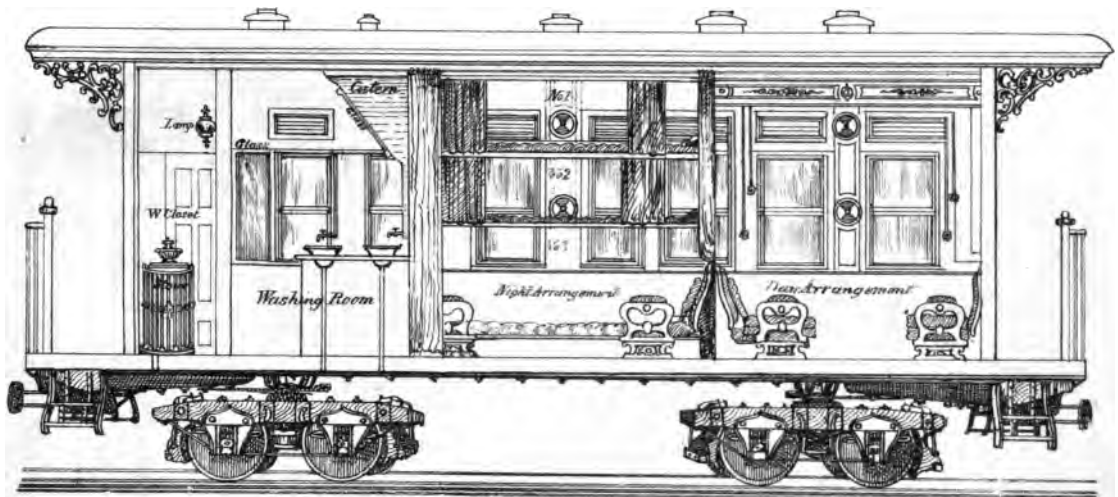

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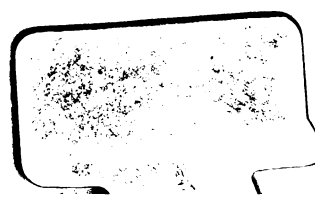
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